



# Sustainable Economy & Transportation Conference





# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Welcome!



# Sustainable Economy & Transportation Conference



**Eric Holthaus**  
**Sustainability Program Manager**  
**City of Cedar Rapids**



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The David Maier and  
Matthew McGrane Family

Presented By



# Sustainable Economy & Transportation Conference

## Conference Agenda



# Sustainable Economy & Transportation Conference



**Jeff Pomeranz**  
City Manager  
City of Cedar Rapids



**Tiffany O'Donnell**  
Mayor  
City of Cedar Rapids





# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Industry Leadership, Obstacles & Innovations in Sustainability

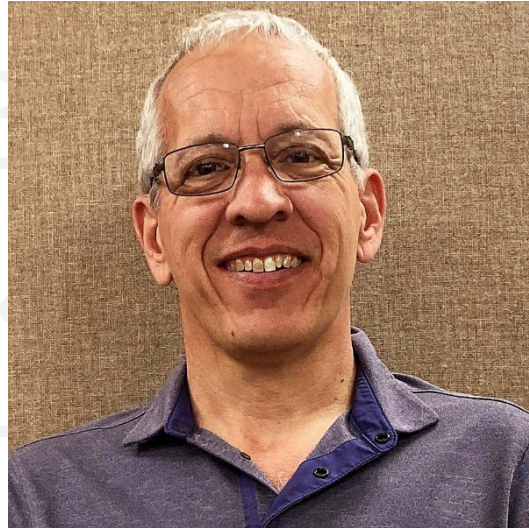


# Sustainable Economy & Transportation Conference



**Rachel Hahn**

**Food Industry Account Manager  
Center for Industrial Research and  
Service**



**Mark Weldon**

**Sustainability Principal Engineer  
PepsiCo**



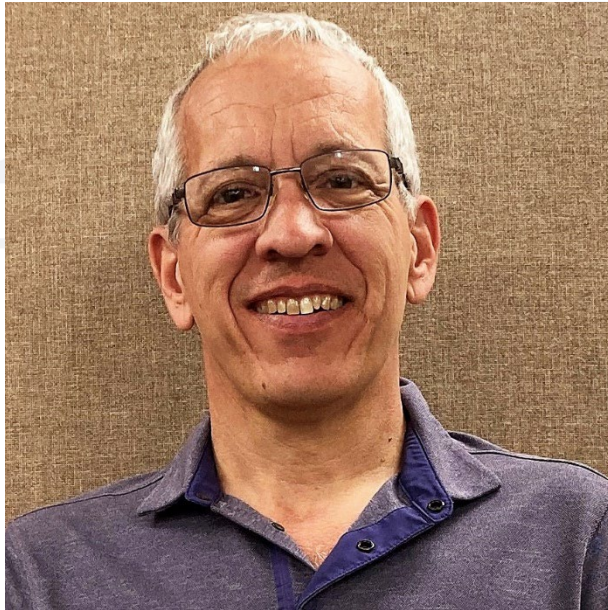
**Mark Taylor**

**Regional Director for Safety, Health and  
Environment  
AB Mauri North America**





# Sustainable Economy & Transportation Conference



**Mark Weldon**  
**Sustainability Principal Engineer**  
**PepsiCo**  
**319-368-1640 office**  
**319-540-5071 cell**  
[Mark.Weldon@pepsico.com](mailto:Mark.Weldon@pepsico.com)



# PepsiCo Sustainability

May 2022



**PEPSICO**

# Introducing pep+ (PepsiCo Positive)

A strategic end-to-end transformation with sustainability at the center, driving action with industry-leading 2030 goals



## POSITIVE AGRICULTURE

Spread regenerative agriculture across

7 million acres

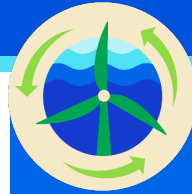
Sustainably source

100% of our key crops + ingredients



Improve the livelihoods of more than 250,000 people

in our agricultural supply chain and communities



## POSITIVE VALUE CHAIN



Achieve Net-Zero emissions by 2040

Net Water Positive  
Reduce use + replenish more

Cut virgin plastic per serving by 50% across our global food & beverage portfolio



Execute our DE&I agenda, invest more than \$57 million



## POSITIVE CHOICES

Evolve our portfolio of products so they are better for the planet + people, by:



- ✓ Diversifying ingredients
- ✓ Expanding position in nuts & seeds category
- ✓ Accelerating science-based targets
- ✓ Scaling little to no single-use packaging platforms

Leverage our iconic brands to inspire positive choices

Lay's will support farmers moving to regenerative practices



# Pepsi Issues \$1 Billion in Green Bonds to Fund its Sustainability Initiatives

October 14, 2019October 18, 2019 by Emily Holbrook

Environment & Energy Leader

<https://www.environmentalleader.com/2019/10/pepsi-issues-1-billion-in-green-bonds-to-fund-its-sustainability-initiatives/>

**PepsiCo, Inc.** today announced that it has priced the company's first ever green bond. The net proceeds from the \$1 billion green bond offering will fund a series of key initiatives to advance PepsiCo's sustainability agenda.

In September, PepsiCo released its **2018 Sustainability Report**, which outlined six priority areas where the company believes it can make the best contribution — agriculture, water, **packaging**, products, climate, and people — along with eight measurable goals. The following eligible categories for the use of the Green Bonds net proceeds are aligned with these priorities and the UN Sustainable Development Goals (SDGs):



**PEPSICO**

# PepsiCo To Achieve 100% Renewable Electricity In The U.S.

01/15/2020

## **NEW GREEN POWER PLEDGE BUILDS UPON ACTION IN EUROPE AND MEXICO GLOBAL HEADQUARTERS COMPLETES SOLAR ENERGY INSTALLATION**

PURCHASE, N.Y., Jan. 15, 2020 /PRNewswire/ -- Some of America's favorite snacks and beverages – from Lay's and SunChips to bubly, Gatorade and Pepsi – will soon be made using electricity from renewable sources, such as wind and solar. PepsiCo, Inc. (NASDAQ:PEP) today announced plans to achieve 100% renewable electricity for its U.S. direct operations this year. The U.S. is the food and beverage company's largest market and accounts for nearly half of its total global electricity consumption.



**PEPSICO**

# Transforming Modesto Frito-Lay Project

Frito-Lay is Transforming the Modesto Plant into a Near-Zero Emission Freight Facility

## Highlights:

- ✓ CNG Station
- ✓ RNG Tractors (38)
- ✓ Li-Ion Forklifts and Chargers (12)
- ✓ Box Truck/Yard Tractor EVSE (12)
- ✓ Electric Yard Tractors (3)
- ✓ Electric Box Trucks (6)
- ✓ Employee Chargers (14)
- ✓ Solar and Battery Storage

## On the Horizon:

- ❑ Electric Tractors (15) and Charging Stations



CORPORATE ENVIRONMENTAL STEWARDSHIP AWARD

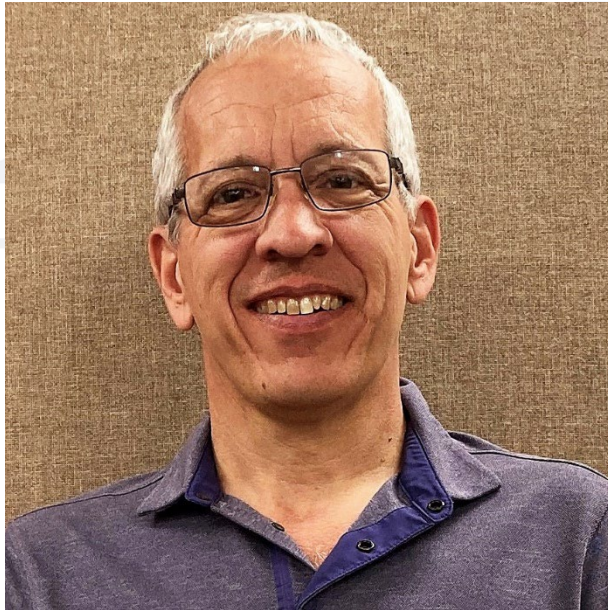


PEPSICO

# Transforming Modesto Frito-Lay Project



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**Mark Taylor**  
**Regional Director for Safety, Health  
and Environment**

**AB Mauri North America**

[Mark.Taylor2@abmauri.com](mailto:Mark.Taylor2@abmauri.com)

<https://www.abmauri.com/>



# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Panel Discussion



# Sustainable Economy & Transportation Conference



**Rachel Hahn**

**Food Industry Account Manager  
Center for Industrial Research and  
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PepsiCo**



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# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Questions?



# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Thank you!





# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Break/Exhibit Hall

## See you back here at 10:20 a.m.!





# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Challenges, Solutions and Benefits to Sustainability Pursuits in Business



# Sustainable Economy & Transportation Conference



**Julie Zielinski**  
**Vice President of Marketing &  
Strategy**  
**Entrepreneurial Development  
Center**



**Alicia Simmons**  
**Corporate Social Responsibility  
Manager**  
**Frontier Co-op**



**David Hayes**  
**President**  
**Coe College**





# Sustainable Economy & Transportation Conference



**Alicia Simmons**  
**Corporate Social Responsibility**  
**Manager**

**Frontier Co-op**

**[Alicia.Simmons@frontiercoop.com](mailto:Alicia.Simmons@frontiercoop.com)**





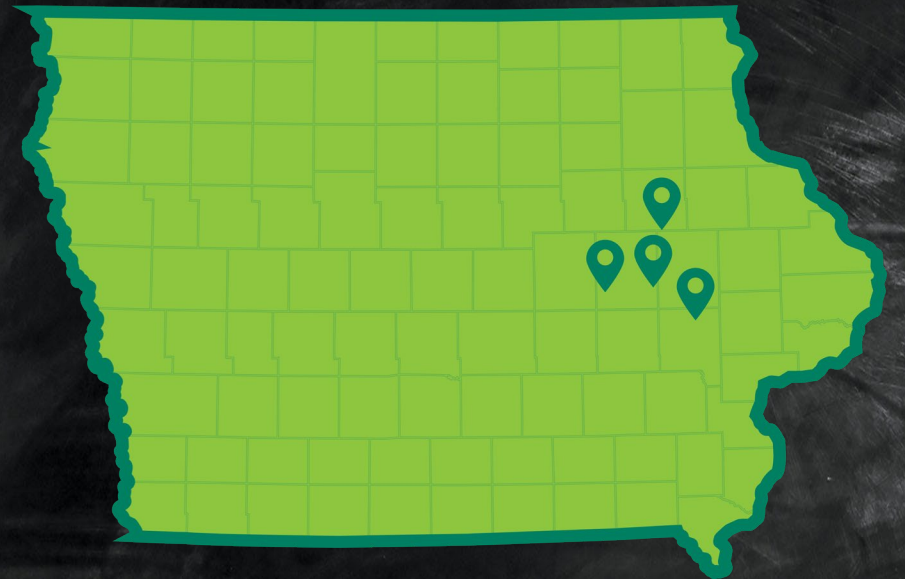
# Doing Good, Works

Alicia Simmons, CSR Manager

May 2022

# NORWAY

IOWA





# Well Earth Sustainable Sourcing



**FRONTIER**  
CO-OP  
MEMBER OWNED SINCE 1976



# Environmental Stewardship

## Energy

- Solar arrays
- Emissions offsets

## Journey to Zero Waste facilities

## Packaging Material Circularity

- Recyclability and recycled content
- How2Recycle



# Breaking Down Barriers to Employment

**Purpose:** As an employer in rural Iowa, we recognize there are a number of barriers individuals face in our region to gaining and maintaining employment. Our role is to help break down those barriers to the best of our abilities by providing access to affordable childcare options, transportation, and our apprenticeship program.

- Subsidized, onsite childcare
- Transportation program
- Second Chance hiring practices
- Apprenticeship program

*These programs are made possible through partnerships with Catherine McAuley Center's refugee resettlement program and Willis Dady Homeless Services in Cedar Rapids, IA*



Thank you

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CO-OP  
MEMBER OWNED SINCE 1976



# Sustainable Economy & Transportation Conference



**David Hayes**  
**President**  
**Coe College**

<https://www.coe.edu/>



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## Panel Discussion



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Let's create a low-carbon future, together.

## Questions?



# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Thank you!





# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Keynote Address



# Sustainable Economy & Transportation Conference



**Keith Taylor**  
**Professor of Cooperative Extension &  
Community Economic Development**  
**UC Davis**  
[keitaylor@ucdavis.edu](mailto:keitaylor@ucdavis.edu)







APRIL 20

# Tesla and Panasonic are rumored to be behind a multibillion-dollar battery factory project with \$700M in incentives on the line in Oklahoma

Fred Lambert - Apr. 20th 2022 12:28 pm PT [@FredericLambert](#)





← Tweet



**Dr. Eli David**  @DrEliDavid · Oct 30, 2021



Fact check:

- ◆ 2% of @elonmusk's wealth is \$6B
- ◆ In 2020 the UN World Food Program (WFP) raised \$8.4B. How come it didn't "solve world hunger"?



3,592    24.5K    117.1K   



**Elon Musk**  @elonmusk



Replying to @DrEliDavid



If WFP can describe on this Twitter thread exactly how \$6B will solve world hunger, I will sell Tesla stock right now and do it.

Can we cure all diseases  
in our children's lifetime?





***I'VE GOT A  
BAD FEELING  
ABOUT THIS!***



## TECH

# Foxconn mostly abandons \$10 billion Wisconsin project touted by Trump

PUBLISHED WED, APR 21 2021•5:46 AM EDT | UPDATED WED, APR 21 2021•7:38 PM EDT



SHARE



## KEY POINTS

- Taiwan electronics manufacturer Foxconn is drastically scaling back a planned \$10 billion factory in Wisconsin.
- Under a deal, Foxconn will reduce its planned investment to \$672 million from \$10 billion, and slash the number of new jobs to 1,454 from 13,000.
- The deal was first announced at the White House in July 2017, with then-president Donald Trump boasting of it as an example of how his “America First” agenda could revive U.S. tech manufacturing.

**Mad Money**

WATCH LIVE

UP NEXT | **Shepard Smith** 07:00 pm  
ET[Listen](#)  
**DISRUPTOR/50**

A weekly look at  
disruption in action from  
the next generation of  
great public companies.

LOCAL // SPACE

# Elon Musk brings exploding rockets and real estate to South Texas. Not everyone is happy.





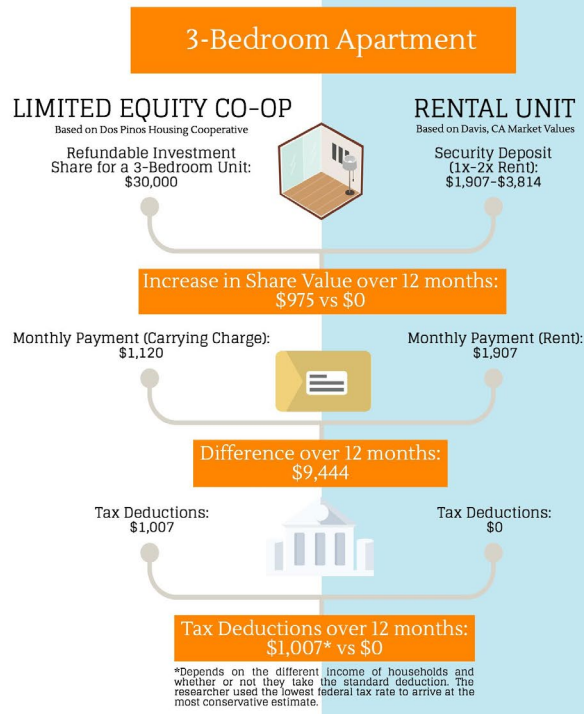
Kramon



# Wealth Building

## The Cooperative Housing Advantage

How the members of the Dos Pinos Housing Cooperative are building wealth in Davis, CA



Total Wealth Built Annually by a Member in a 3-Bedroom Unit:

**[\$11,426]**

Annual return on a \$30,000 investment in a 3-Bedroom unit:

**38%**

Financial value of a member's co-op share in a 3-Bedroom unit after 10 years:

**\$39,750**

Source: David Thompson, "Comparisons of relative affordability and the wealth building gain for members of the Dos Pinos Housing Cooperative Relative to the City of Davis Vacancy and Rental Rate Survey (UCD Housing Study)" (1985-2009 & 2013) & Yolo County Median Income (1985-2009) Updated 2012 & 2015; Neighborhood Partners, LLC, 2015.

Design: Benzhaimin Yi | The Democracy Collaborative | 2015

# Economic Transitions as an Opportunity for Economic Democracy: Rethinking Municipal Economic Development

Dr. Keith Taylor

Professor of Cooperative Extension

&

Community Economic Development

Email: [keitaylor@ucdavis.edu](mailto:keitaylor@ucdavis.edu)

UC  
CE

University of California

Agriculture and Natural Resources

Cooperative Extension



# MATTOON

Bagel Fest



JG-TC JOURNAL GAZETTE & TIMES COURIER

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-3°



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# Bagelfest celebrating its 30th anniversary



ROB STROUD JG-TC Staff Writer Jul 14, 2015 0

# Overview

What is economic development?

Rethinking economic development as *community* economic development

Co-operative enterprise as one overlooked approach

NOW WHAT?!



Small Business Development



Creative Class





# Workforce Development











NVER





# Economic Development

## Claims

- Optimal (approach of 95% of all municipalities)
- High wage careers
- Enhanced tax base
- Opportunities for entrepreneurship
- Local-focus is best

## Results

- Limited job creation
  - Service-oriented
  - Volatile
- High social cost
  - Limited bang-for-the-taxpayer-buck
  - Avg cost: \$1.3 million per municipality
  - Rift: pits communities against each other
  - Environmental goals?

# Economic Development

## Key Moments

### Keynesianism

- The New Deal
- The Marshall Plan

### Welfare State

- War on Poverty
- The Great Society
- The Green New Deal



# \*Rethinking \* Economic Development

## How to best use public resources and dollars?

- Empowering jobs & *equity*
- Durable, resilient institutions
- Complement local public goods
- Cultivate *public* entrepreneurs (incentivize problem-solving)
- Diversification through growing economic *democracy*



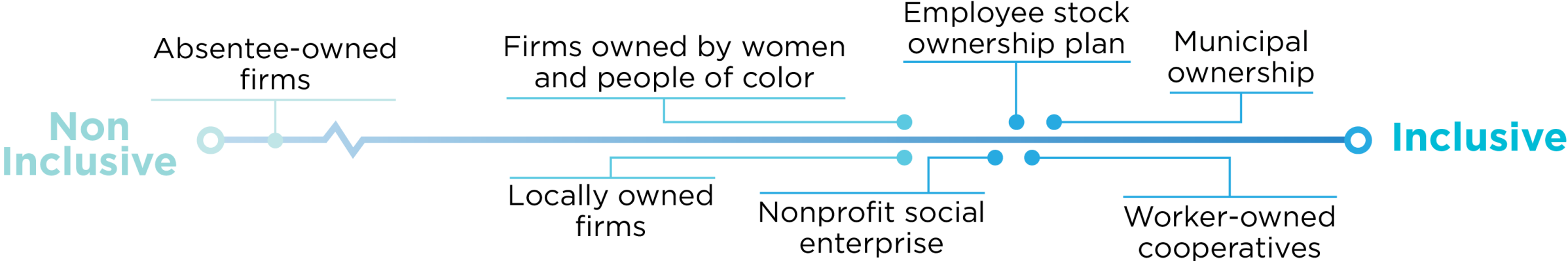
There is no reason to believe that bureaucrats and politicians, no matter how well meaning, are better at solving problems than the people on the spot, who have the strongest incentive to get the solution right.

— *Elinor Ostrom* —

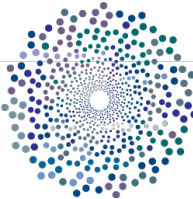
**AZ QUOTES**



# Inclusive Ownership Spectrum



Created by the Democracy Collaborative for the  
*Cities Building Community Wealth* report  
Published November 2015



**DEMOCRACY**  
COLLABORATIVE

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For more info, visit:  
[democracycollaborative.org/cities](http://democracycollaborative.org/cities)

# Benefits of Inclusive Ownership

## Higher Pay by Co-ops

Median Income

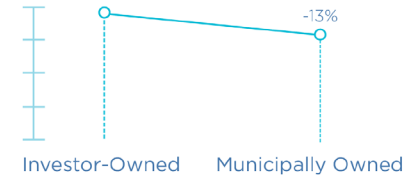


By becoming a part of the Prospera house-cleaning cooperatives, the median income for worker-owners jumps from \$24,000 to \$40,989.

Source: Jessica Gordon Nembhard, *Benefits and Impacts of Cooperatives* (Howard University and CUNY: Washington, DC and New York, NY), February 2014.

## Cheaper Utilities

Cost of Electric Bill

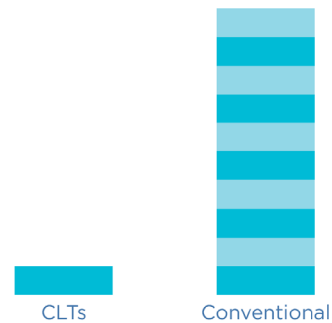


Municipally owned utilities charge lower rates: Residential users of publicly owned utilities in 2014 paid 13% less for electricity than users of investor-owned utilities.

Source: American Public Power Association, "Public Power: Shining a Light on Public Service," APPA, September 2014.

## Lower Foreclosure Rates

Foreclosure Rates

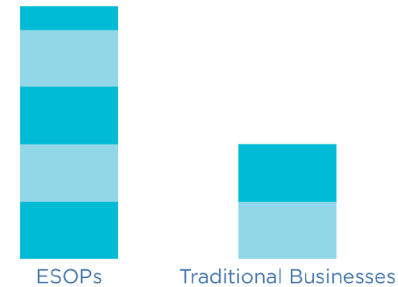


At the end of 2010, the foreclosure rate for community land trust homeowners was 0.46%, which was one-tenth the rate for conventional homeowners, 4.63%

Source: Emily Thaden, "Stable Home Ownership in a Turbulent Economy," *The Housing Fund and Vanderbilt University*, July 2011, posted by Lincoln Institute of Land Policy.

## Larger Retirement Accounts

Retirement Account Size



According to a 2015 article by NCEO, employees at ESOP companies have 2.2 times larger retirement accounts than those in traditional companies.

Source: National Center for Employee Ownership, "Are ESOPs Good Retirement Plans?" NCEO, June 22, 2015.



## Substantial Community-Based Assets



### ESOPs

In 2012, the 6,908 businesses with Employee Stock Ownership Plans accounted for \$1.1 trillion in total assets, distributed among 13.8 million participants.

Source: NCEO, "A Statistical Profile of Employee Ownership: Estimated Number of ESOP Plans, Number of Participants, and Plan Asset Value (2012 data)." NCEO, March 2015.



### Nonprofit Hospitals & Universities

As of 2015, 3,690 higher education institutions held assets of \$639 billion and 718 nonprofit hospitals held assets of \$1.38 trillion.

Source: National Center for Charitable Statistics, "NCCS All Registered Nonprofits Table Wizard." Urban Institute, 2015, <http://nccsweb.urban.org/tablewiz>.



### Cooperatives

The University of Wisconsin's Center for Cooperatives reported in 2009 that there were nearly 30,000 cooperatives owning total assets of more than \$3 trillion.

Source: Steven Deller, Ann Hoyt, Brent Hueth, Reka Sundaram-Stukel, Research on the Economic Impact of Cooperatives, University of Wisconsin Center for Cooperatives, 2009.



### Community Investment Institutions

The 880 community investment institutions (which include CDFIs, credit unions, and loan funds) in the U.S. held assets totalling more than \$64.3 billion in 2014.

Source: US SIF, Report on US Sustainable, Responsible and Impact Investing Trends, 2014, The Forum for Sustainable and Responsible Investment, 2014.





**\$3.0**  
**TRILLION**

## **Cooperatives**

The University of Wisconsin's Center for Cooperatives reported in 2009 that there were nearly 30,000 cooperatives owning total assets of more than \$3 trillion.

Source: Steven Deller, Ann Hoyt, Brent Hueth, Reka Sundaram-Stukel, Research on the Economic Impact of Cooperatives, *University of Wisconsin Center for Cooperatives*, 2009.





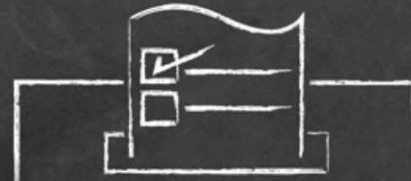
# SLEEPING GIANT



# SEVEN COOPERATIVE PRINCIPLES



VOLUNTARY  
**OPEN**  
MEMBERSHIP



DEMOCRATIC  
MEMBER CONTROL

COOPERATION



AMONG COOPERATIVES

AUTONOMY & INDEPENDENCE

MEMBER

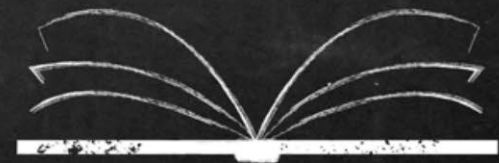


ECONOMIC  
PARTICIPATION



CONCERN  
FOR THE  
COMMUNITY

EDUCATION



TRAINING AND  
INFORMATION

# Global Economic Impact

**1 billion** people are co-op members in  
**+150** countries, generating

**+100 million jobs**

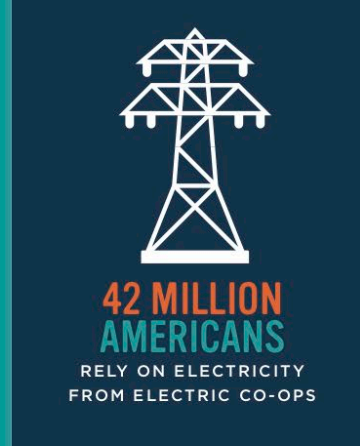
# MEASURING CO-OP IMPACT



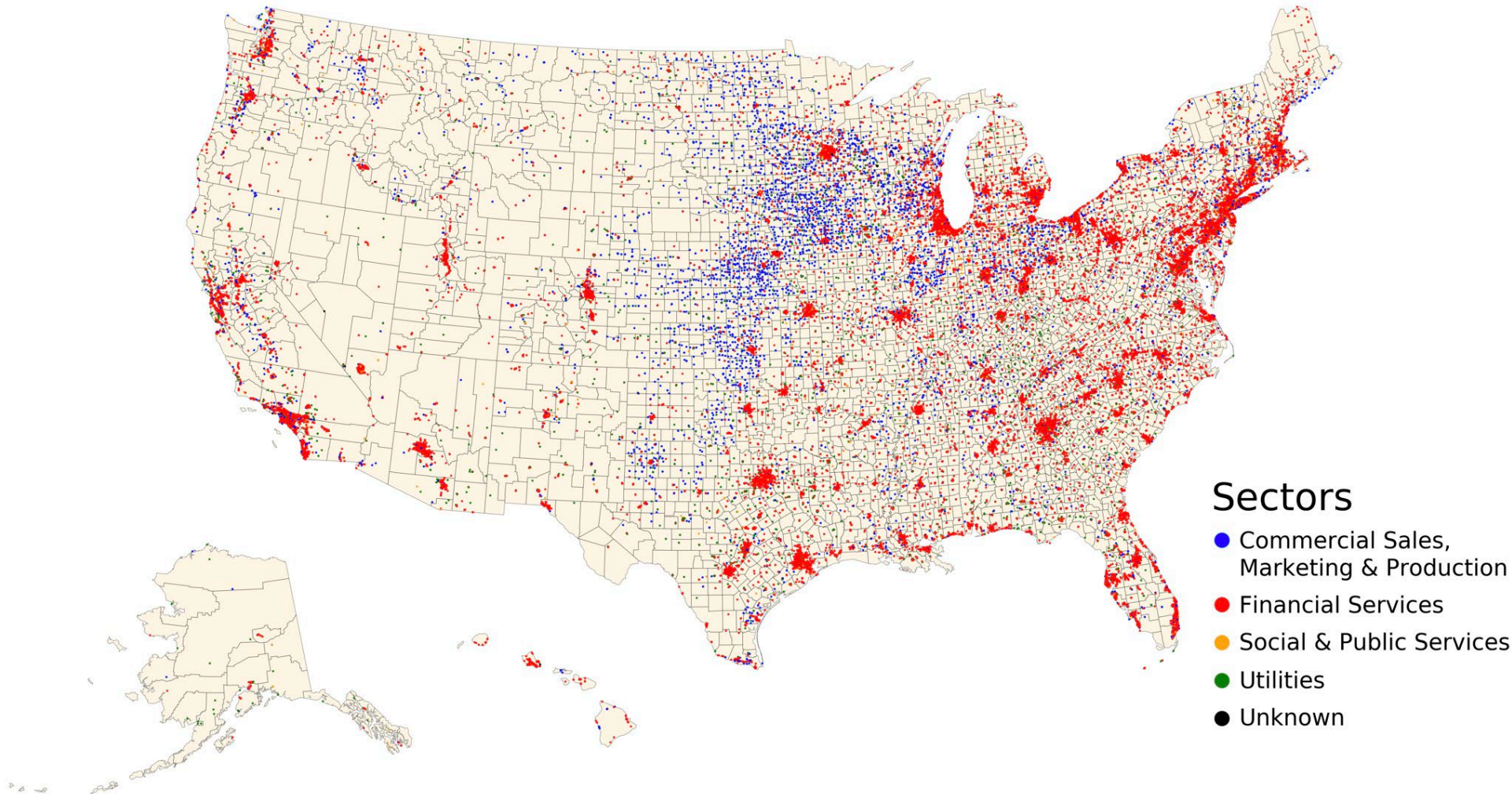
**1 IN 3 AMERICANS**  
IS A MEMBER OF A CO-OP



CO-OPS GENERATE  
**\$75 BILLION**  
IN ANNUAL WAGES AND  
**\$650 BILLION**  
IN REVENUE



# Cooperative Locations: Sectoral Composition



## Purchasing & Shared Svc



## Worker



## Consumer



## Producer





CUNA

Credit Union National Association



# Associating Benefits Whom and How?

## Stakeholders

- Consumers/Citizens
- Small Businesses
- Medium Businesses
- Manufacturer/Vendors
- “Hybrid” firms
- Governments

# Associating Benefits Whom and How?

How?

- Market Power
- Political Power
- Reverse Extraction – VALUE CREATION



# Wealth Building

## The Cooperative Housing Advantage

How the members of the Dos Pinos Housing Cooperative are building wealth in Davis, CA

### 3-Bedroom Apartment

#### LIMITED EQUITY CO-OP

Based on Dos Pinos Housing Cooperative

Refundable Investment Share for a 3-Bedroom Unit: \$30,000



#### RENTAL UNIT

Based on Davis, CA Market Values

Security Deposit (1x-2x Rent): \$1,907-\$3,814

Increase in Share Value over 12 months: \$975 vs \$0

Monthly Payment (Carrying Charge): \$1,120



Monthly Payment (Rent): \$1,907

Difference over 12 months: \$9,444

Tax Deductions: \$1,007



Tax Deductions: \$0

Tax Deductions over 12 months: \$1,007\* vs \$0

\*Depends on the different income of households and whether or not they take the standard deduction. The researcher used the lowest federal tax rate to arrive at the most conservative estimate.

Total Wealth Built Annually by a Member in a 3-Bedroom Unit:

[\$11,426]

Annual return on a \$30,000 investment in a 3-Bedroom unit:

38%

Financial value of a member's co-op share in a 3-Bedroom unit after 10 years:

\$39,750



**NEW  
PIONEER**  
food co-op

Fresh Food Market

HOW DOES YOUR GROCERY STORE

# CHECK OUT?



**CO-OP**  
(CONSUMER-OWNED)

**CONVENTIONAL**  
(PRIVATELY OR INVESTOR-OWNED)

## LOCAL IMPACT

157

LOCAL FARMERS AND PRODUCT PRODUCERS WORKING WITH EACH STORE

65

20%

LOCALLY SOURCED PRODUCTS SOLD

6%

13%

PERCENTAGE OF INCOME DEVOTED TO CHARITABLE DONATIONS

4%

38%

REVENUE SPENT LOCALLY

24%

## HEALTHY & SUSTAINABLE FOODS

82%

ORGANICS AS A PERCENTAGE OF PRODUCE SALES

12%

48%

ORGANICS AS A PERCENTAGE OF ALL GROCERY SALES

2%

## EMPLOYEES

\$14.31

AVERAGE EMPLOYEE EARNINGS, INCLUDING BONUSES AND PROFIT SHARING

\$13.35

68%

EMPLOYEES ELIGIBLE FOR HEALTH INSURANCE

56%

19%

REVENUE SPENT ON LOCAL WAGES AND BENEFITS

13%

## ENVIRONMENTAL IMPACT

96%

RECYCLING RATES

CARDBOARD

91%

81%

PLASTICS

29%

74%

FOOD WASTE

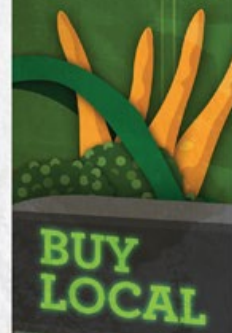
36%

82

AVERAGE ENERGY STAR SCORE OUT OF 100

50

[www.STRONGERTOGETHER.coop](http://www.STRONGERTOGETHER.coop)





# \*Rethinking \* Economic Development

HOW?

Public Entrepreneurship

**Do it  
Best**

**Hardware**

**Your Project Partner**

Rental  
Paint  
Tools

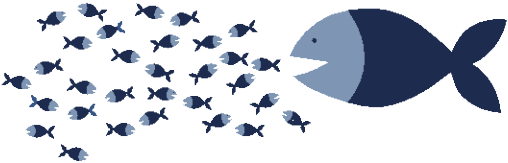


STORE HOURS

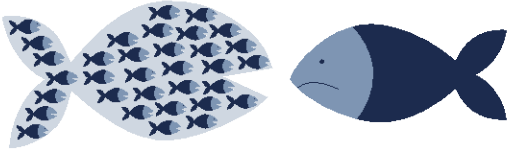
Monday 9am - 6pm  
Tuesday 9am - 6pm  
Wednesday 9am - 6pm  
Thursday 9am - 6pm  
Friday 9am - 6pm  
Saturday 9am - 5pm  
Sunday 10am - 4pm

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WE HAVE IT  
OVER 67,000 ITEMS  
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When LOCAL BUSINESSES  
COMPETE with one another  
THEY GET EATEN  
BY THE BIG FISH



When LOCAL BUSINESSES  
COOPERATE with each other  
THEY COMPETE  
WITH THE BIG FISH

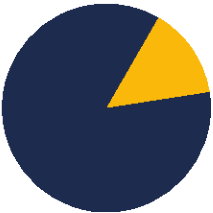


When 4,000 INDEPENDENT  
veterinary clinics worked together,  
COOPERATION  
LED TO →  
educational & shared services  
and collective purchasing power



## THE VETERINARY COOPERATIVE

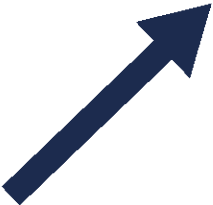
Together, own  
**14%**  
Veterinary  
MARKET



Jointly made  
**4 BILLION**  
Dollars in  
SALES



**2x** MORE  
Consumer  
SPENDING  
goes to vet clinics  
instead of big business



Collectively  
employ  
**40k**  
PEOPLE



STATE  
EMPLOYEES  
CREDIT  
UNION

900 WADE AVENUE

NO PARKING  
ANY  
TIME





# Filene's Philanthropy AND THE CREDIT UNION SECTOR



## EDWARD FILENE

Edward Filene was a major figure in American industry during the early 1900s. He was a prominent figure in the progressive movement and actively supported FDR's New Deal. Filene was inspired by a trip to India where he learned about the credit union model, a depositor-owned and controlled bank that works in the interests of depositors, not investors and bankers. Filene directed his energies to the advancement of the credit union sector for the last 30 years of his life.

## FILENE'S PHILANTHROPY CREATED . . .

# 1

### COLLECTIVE WEALTH

Credit unions allow depositors to pool their deposits at a bank owned and governed by depositors. Credit unions are extremely risk averse banking institutions that also provide lending products at favorable rates, a form of self-help economic development.



# 2

### COLLECTIVE CONTROL

Credit unions are governed by the depositors themselves. Each credit union elects board directors from their members. The system allows an everyday bank depositor to intervene in the financial market and create a competitive counterweight to the big banks.



# 3

### COUNTER POWER

Today, there are local credit unions, CUSOs, as well as both state and national associations that protect credit unions from big banks and political hurdles. Credit unions have also developed a support system outside of government assistance and for profit vendors.



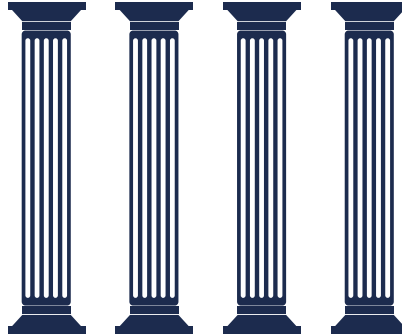
# THE FOUR PILLARS: The FOUNDATION of the credit union movement

## COMPREHENSIVE MOVEMENT STRATEGY

A new industry requires a comprehensive strategy. Filene and Bergengren developed legal, business, and governance strategies for each new credit union to adhere to.

## CONSTITUTIVE FRAMEWORK

A template for starting credit union



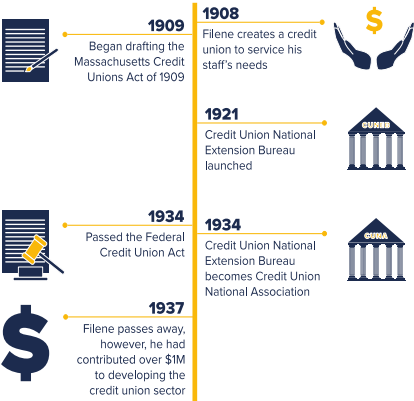
## ENABLING LEGISLATION

Every business entity needs state or federal statutes with which to incorporate. Credit unions advanced state and federal laws to create the market necessary for credit unions.

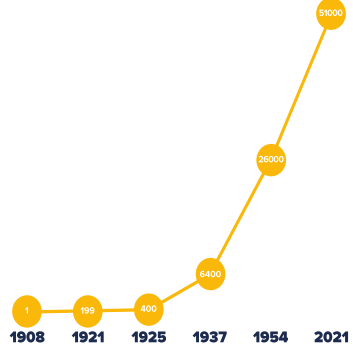
## LEGITIMACY

A new industry requires a comprehensive strategy. Filene and Bergengren developed legal, business, and governance strategies for each new credit union to adhere to.

# THE RISE OF THE CREDIT UNION SECTOR



GROWTH OF CREDIT UNIONS IN AMERICA OVER TIME



# THE CREDIT UNION SECTOR TODAY





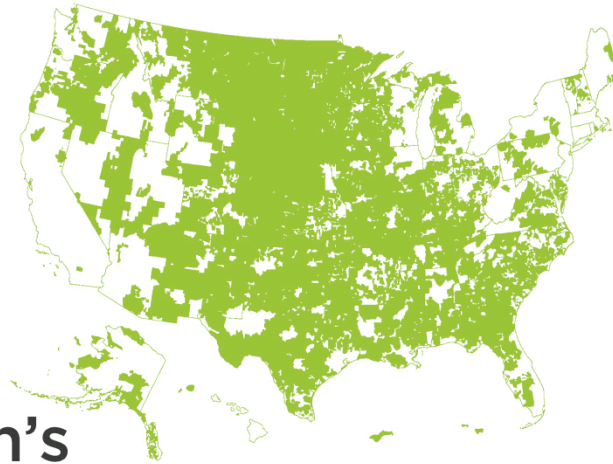
The first electric power pole raised on the ACE Power system in 1934

# America's Electric Cooperatives

From booming suburbs to remote rural farming communities, America's electric cooperatives are energy providers and engines of economic development for more than 19 million American homes, businesses, farms and schools in 47 states.

833 distribution and 62 generation & transmission cooperatives

Power  
**56%**  
of the nation's  
landmass.



Own and maintain  
**42%**  
(2.6 million miles)  
of U.S. electric  
distribution lines.

Power more than  
**19 million**  
businesses, homes,  
schools and farms.

Serve  
**42 million** people  
across **88%** of U.S. counties.

**Distribution cooperatives** are the foundation of the electric cooperative network. They are the direct point of contact with co-op members in the delivery of electricity and other services.

**Generation & transmission cooperatives** provide wholesale power to distribution co-ops through their own electric generation facilities or by purchasing power on behalf of the distribution members.

# The cooperative difference



Electric co-ops are local energy and technology providers. They are shaped by the specific needs of the communities they serve. This local, member-owned structure is one reason why cooperatives enjoy the highest consumer-satisfaction scores within the electric industry, according to J.D. Power and Associates and the American Consumer Satisfaction Index.

- Co-ops **earned the top spot** in the J.D. Power and Associates 2017 Electric Utility Customer Satisfaction Study.
- Electric cooperatives, on average, **score three points higher** than all other energy utilities, according to the 2017 American Consumer Satisfaction Index.

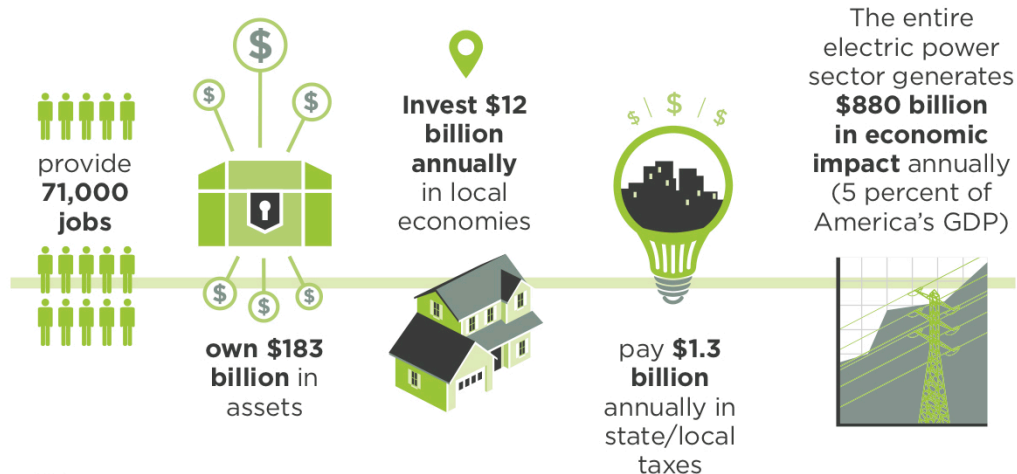
## Committed to serving the last mile

- Co-ops serve an average of **8 consumers per mile** of electric line; collect annual revenue of \$19,000 per mile of line.
- All other utilities average **32 customers** per mile of line; collect \$79,000 per mile.

## Electric cooperatives are guided by seven principles:

1. Voluntary and open membership
2. Democratic member control
3. Members' economic participation
4. Autonomy and independence
5. Education training and information
6. Cooperation among cooperatives
7. Concern for community

## Electric cooperatives are economic engines in their communities



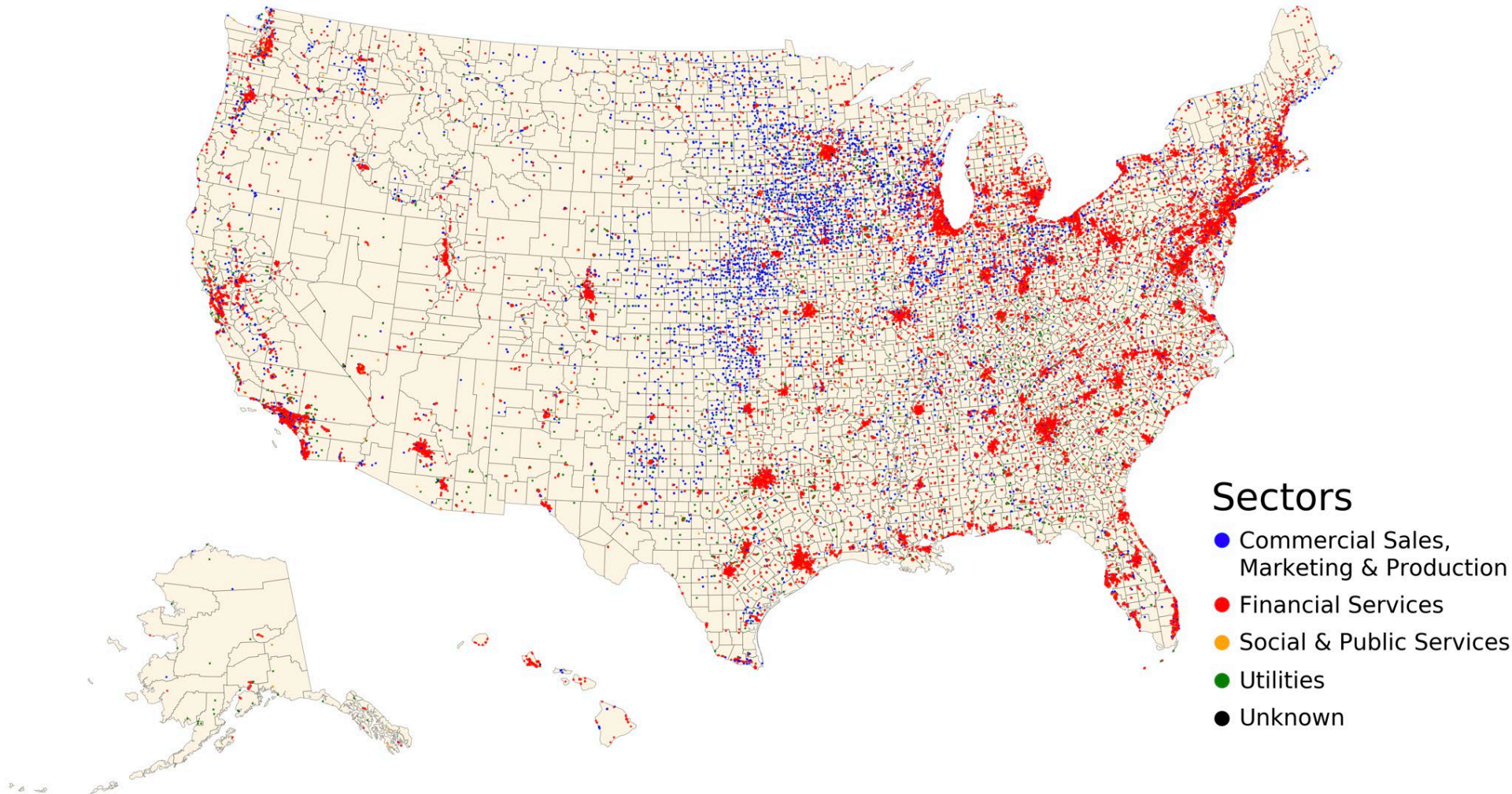
# GOVERNING THE WIND ENERGY COMMONS

RENEWABLE  
ENERGY AND  
COMMUNITY  
DEVELOPMENT



KEITH A. TAYLOR

# Cooperative Locations: Sectoral Composition



# CO-OPS ARE POWERFUL PARTNERS!

- Dilute economic concentration of power
- Injects competition
  - Yard sticks and birch branches
  - Distribute ownership
  - Federated systems “scale local”





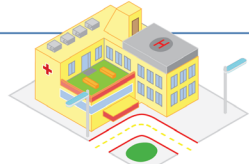
## Getting Started with Community Wealth Building



## Two Approaches to Economic Development

Drivers	Community Wealth Building	Traditional Approach
 Place	Develops under-utilized local assets of many kinds, for benefit of local residents.	Aims to attract firms using incentives, which increases the tax burden on local residents.
 Ownership	Promotes local, broad-based ownership as the foundation of a thriving local economy.	Supports absentee and elite ownership, often harming locally owned family firms.
 Multipliers	Encourages institutional buy-local strategies to keep money circulating locally.	Pays less attention to whether money is leaking out of community.
 Collaboration	Brings many players to the table: nonprofits, philanthropy, anchors, and cities.	Decision-making led primarily by government and private sector, excluding local residents.
 Inclusion	Aims to create inclusive, living wage jobs that help all families enjoy economic security.	Key metric is number of jobs created, with little regard for wages or who is hired.
 Workforce	Links training to employment and focuses on jobs for those with barriers to employment.	Relies on generalized training programs without focus on linkages to actual jobs.
 System	Develops institutions and supportive ecosystems to create a new normal of economic activity.	Accepts status quo of wealth inequality, hoping benefits trickle down.

## Six Strategies for Cities Building Community Wealth



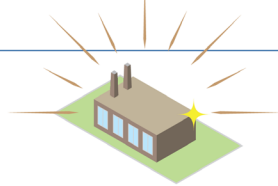
### ANCHOR PROCUREMENT

Locally rooted nonprofit institutions (including hospitals, universities, community foundations, and governments) consciously direct resources to drive equitable development.



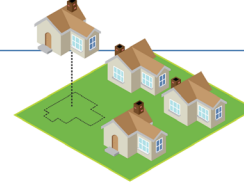
### FINANCING

In partnership with CDFIs, foundations, banks, and impact investors, cities create loan funds, make equity investments, and introduce responsible banking ordinances.



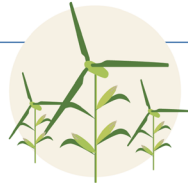
### ENTERPRISE DEVELOPMENT

Cities build infrastructure for inclusive enterprises by supporting cooperative development, conversion to employee ownership, and incubator and accelerator creation.



### LAND USE & REAL ESTATE

Partnering with others, city governments support equitable land development through urban gardens, community land trusts, and land banks.



### ECOLOGICAL RESILIENCE

Cities pair workforce and ecological goals as they promote energy efficiency, foster renewable energy, recycle materials, and create food hubs.



### WORKFORCE

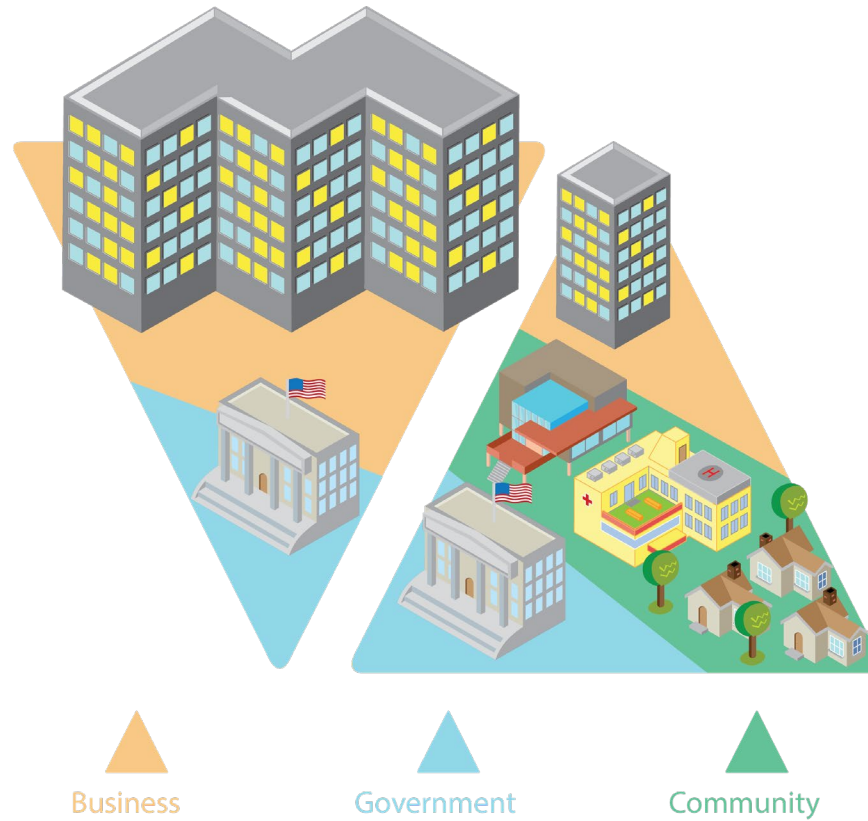
Cities consciously link workforce development efforts to employers, especially for residents with barriers to employment, creating pipelines for employment.



**DEMOCRACY**  
COLLABORATIVE

Created by the Democracy Collaborative for the  
*Cities Building Community Wealth* report  
Published November 2015  
For more info, visit: [democracycollaborative.org/cities](http://democracycollaborative.org/cities)  
Licensed under Creative Commons CC-BY-NC-SA 2.0

## A Balancing Third Force in Economic Development



Traditionally, economic development involves two players: the city and the business community, in an arrangement where the city is often the subordinate partner, subject to the demands of business. The balance of power shifts when the community comes to the table demanding accountability, good jobs, and community benefits. In a potentially momentous shift, community wealth building brings a powerful “third force” to the table, in the combined, collaborative force of anchor institutions, resident groups, philanthropy, nonprofits, workers, unions, and locally owned businesses.

# HOW CAN WE DO *COMMUNITY* ECONOMIC DEVELOPMENT?

- Demand skin-in-the-game from recipients
  - “Clawbacks” if targets unmet
- Commit to engaging with community wealth building
  - Dedicate a share of local resources to community wealth building
- Identify local needs. Collaborate regionally.
  - Develop a culture of working together
  - Develop state and regional economic development standards compacts
- Work with supportive institutions (see Resources slide).

# Resources

**AGILE STRATEGY LAB**

INNOVATION... POWERED BY STRATEGIC DOING AT



{ Project **Equity** }



**Strategic Doing**<sup>TM</sup>

*Do More Together.*



Iowa Institute  
for Cooperatives



THE MAIN STREET

# Resources

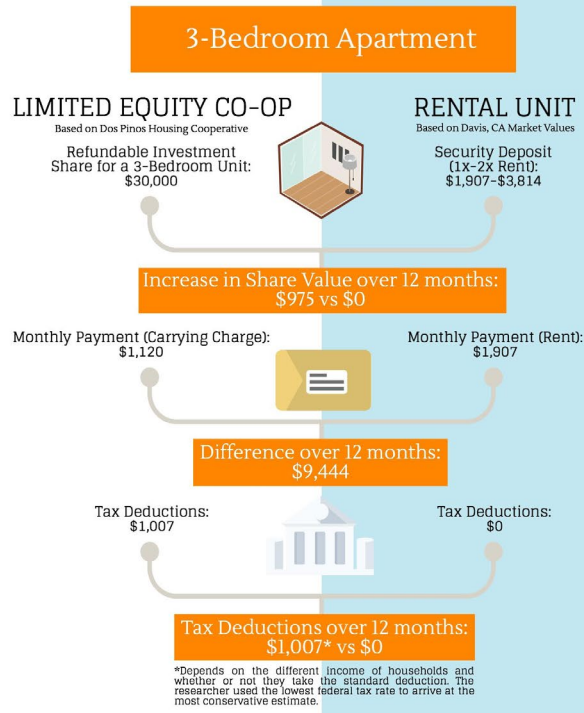
- The Democracy Collaborative - <https://democracycollaborative.org>
- Legal Advice
  - <http://jrwiener.com> (see presentation – <https://www.youtube.com/watch?v=bCOyOzzu0ZE>)
  - The SELC - <https://www.theselc.org>
- Learning from Previous Successes - Readings
  - Everything for Everyone - <https://nathanschneider.info/books/everything-for-everyone/>
  - Humanizing the Economy - <https://www.newsociety.com/Books/H/Humanizing-the-Economy>
  - Italian Agrifoods System - <https://www.grocer.coop/articles/building-future>



# Wealth Building

## The Cooperative Housing Advantage

How the members of the Dos Pinos Housing Cooperative are building wealth in Davis, CA



Total Wealth Built Annually by a Member in a 3-Bedroom Unit:

**[\$11,426]**

Annual return on a \$30,000 investment in a 3-Bedroom unit:

**38%**

Financial value of a member's co-op share in a 3-Bedroom unit after 10 years:

**\$39,750**

Source: David Thompson, "Comparisons of relative affordability and the wealth building gain for members of the Dos Pinos Housing Cooperative Relative to the City of Davis Vacancy and Rental Rate Survey (UCD Housing Study)" (1985-2009 & 2013) & Yolo County Median Income (1985-2009) Updated 2012 & 2015; Neighborhood Partners, LLC, 2015.

Design: Benzhaimin Yi | The Democracy Collaborative | 2015

# Economic Transitions as an Opportunity for Economic Democracy: Rethinking Municipal Economic Development

Dr. Keith Taylor

Professor of Cooperative Extension

&

Community Economic Development

Email: [keitaylor@ucdavis.edu](mailto:keitaylor@ucdavis.edu)

UC  
CE

University of California

Agriculture and Natural Resources

Cooperative Extension

# Community Broadband

A Necessary Ingredient for Universal Broadband

# Is This Series for Me?

Yes!

- Public officials
- Legacy utilities providers
- Citizens

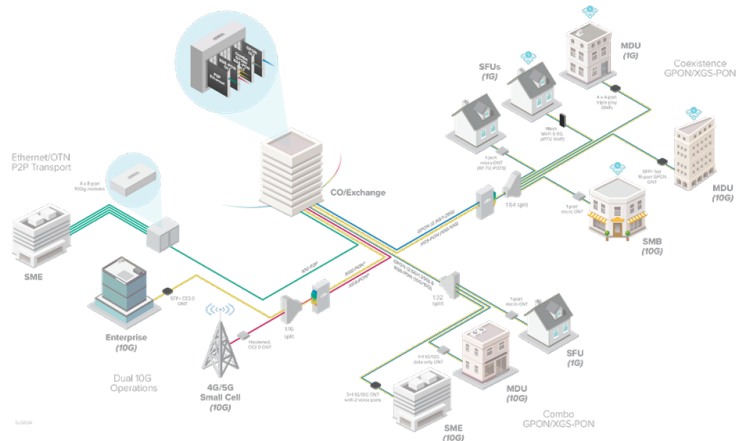
# Why Universal Broadband?

# Why Don't We Have Universal Broadband?

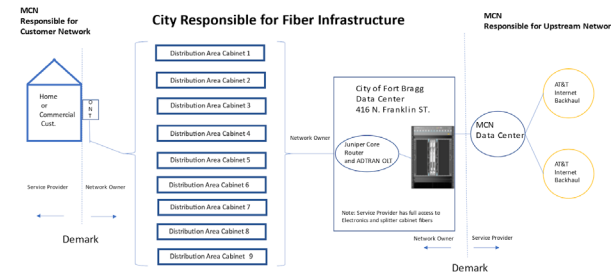
[VISUAL OF THE BROADBAND SYSTEM]

<https://teachcomputerscience.com/structure-of-the-internet/>

[https://isaacomputerscience.org/concepts/net\\_internet\\_structure?examBoard=all&stage=all](https://isaacomputerscience.org/concepts/net_internet_structure?examBoard=all&stage=all)



City of Fort Bragg - Network Architecture



# Why Don't We Have Universal Broadband?

## Actors in Broadband

- Government enablers
  - <https://www.cetfund.org/staff/sunne-wright-mcpeak-2/>
  - California Workforce Development Board
  - GoBiz
  - Department of Technology
- Government Regulators
  - Public Utilities Commissions
- Right-of-Ways entities
  - Transportation
    - CalTrans
  - Irrigation districts
- Industry
- Utilities

# Why Don't We Have Universal Broadband?

- Public Entrepreneurship on the wain
- Lack of awareness of
  - options for community enterprise, and
  - pre-existing community enterprise
- Lock-in by elite players and institutions

# Why Don't We Have Universal Broadband?

- Unserved
- Underserved
- Unhappily served
  - Yardsticks and birch branches



# Data

- FCC Reporting problems and challenges
- Self reporting
- Based on census tracts

# Data

90's Telecom Bill

-Bifurcated the internet and telcos

# About 5G

- <https://9to5mac.com/2022/03/10/wheres-the-fastest-5g-in-the-us/>

# How Do We Get To Universal Broadband?

1. Wait on “the market”
  - a. Has never worked in the utilities space
2. Subsidize. Has not worked either.
  - a. Examples of failed subsidies
3. Public Innovations. Elevating public interests has numerous benefits.
  - a. Collaborate with public utilities and independent ISPs
  - b. Startup

# How Do We Get To Universal Broadband?

1. Wait on “the market”
  - a. Has never worked in the utilities space

No universal services mandate

Big guaranteed margins

# How Do We Get To Universal Broadband?

1. 1930s Redux
  - a. Subsidize. Has not worked either.
    - i. Examples of failed subsidies

# How Do We Get To Universal Broadband? On Ownership and Corporate Forms

## Understanding Corporate Law

- Corporation defined (see p. 7 in UNDERSTANDING CORPORATE LAW)
- State incorporation

## Legal Liability

## Financing

- Debt
  - ROI from interest on the loan
- Equity
  - ROI from Ownership stake and value
    - Venture capitalists
    - Shareholders

## Tax Consequences

- Investor owned and double taxation

## Growth Consequences

## End User Cost Considerations

# How Do We Get To Universal Broadband?

1. Public Innovations. Elevating public interests has numerous benefits.
  - a. Collaborate with public utilities and independent ISPs
  - b. Startup

This is another 1930s example

Make sure to think about clawbacks in contracts



# How Do We Get To Universal Broadband? Support Systems

- Vendors
- “The Market”
- Public Infrastructure
  - Golden State Connect Authority under RCRC
  - CENIC
  - California Department of Technology
  - [California Broadband Cooperative](#)
- National Cooperative Utility Sector

# Support Systems and Relevance of...

## On Ownership and Corporate Forms

- Guidance for choosing ownership form - <https://jrwiener.com/resources/forming/>

# How Do We Get To Universal Broadband? Support Systems

## National Cooperative Utility Sector

- Downside
- Upside
  - Not for profit, public charge
  - Significant, established system
  - Sources of capital

# How Do We Get To Universal Broadband? Support Systems

- [BB4A Portal](#)
- [CA Broadband Availability Map](#) – this is the coolest tool to just play around with
- Docket card for the [Broadband Deployment Proceeding \(R.20-02-009\)](#) (this proceeding is where the CPUC is providing its analysis required under SB 156 for the statewide middle mile project, as well as the rules for what we're calling the "Federal Funding Account," which is essentially the \$2 billion last mile program)
- Docket card for the [CASF Rulemaking \(R.20-08-024\)](#) (this proceeding is where we created rules for the Local Agency Tech Assistance program and where we're currently creating rules for the Loan Loss Reserve Fund, as well as updating rules for our older CASF accounts). For both proceeding links, the documents marked "Scoping Memo" (or anything similar with "Scope" in the title) tend to provide good roadmaps of the issues. Decisions may be the other most useful document types for you, but you may get a lot out of party comments as well.
- [CASF root-webpage](#)
- [PU Code 281.2](#) – codification of SB 156 Loan Loss Reserve Account (this is really the only firm guidance from the state on what to do with this \$750 million pot reserved for the LLR)
- [CPUC Network Exam](#): though this report is very focused on AT&T and Frontier (formerly Verizon) voice landlines, I always like to make people in the broadband space aware of it, as it is evidence of the type of behavior the incumbents tend to exhibit, and further justification for folks rallying to create local networks

# How Do We Get To Universal Broadband?

## Support Systems

- National Cooperative Utility Sector
- Connecting in California
  - [California Center for Cooperative Development](#)
  - [Golden State Power Cooperative](#) and their California electric co-ops
    - Anza Electric Cooperative
    - Plumas Sierra Electric Cooperative
- Elsewhere
  - Start with your Cooperative Development Center - <https://cooperationworks.coop/member-locator/#map>
  - One of 43 electric co-op statewide associations
  - Nearby electric or telephone co-op
  - National Rural Electric Co-op Association

# Strategic Opportunities

# Strategic Opportunities

## Peer groups

- Many hands make light work
  - Pool resources
  - Share information
- Essential for thinking about support system associations

# Models of Community Broadband

Getting into the “Startup Game”



# The Case Against Community Broadband

- The market!
- It's expensive!
- We can't do it!
- Community boondoggle!
- Not good for existing entities!

# The Cost of Community Broadband

- Estimating the cost

# The Cost of Community Broadband

- Justifying the cost
  - If not us, then who?
  - New economic activity
    - New businesses
    - New revenues
    - New efficiencies

# Paying for Community Broadband: Financing & Operations

- Financing
  - Government
  - Lenders
  - Philanthropy

# Paying for Community Broadband: Financing & Operations

- Financing – California Sources

# Paying for Community Broadband: Financing & Operations

- Financing – National Sources
  - USDA
    - Capital outlay
    - No operational dollars
  - ARPA Treasury
    - Public health and telehealth eligible for broadband

# Paying for Community Broadband: Financing & Operations

- Operations/sustainability
  - Understanding your market
    - Residential
    - Commercial/Industrial
    - Anchor

# Paying for Community Broadband: Financing & Operations

- CPUC
- GOBIZ
- DEPT OF TECHNOLOGY AND OFFICE OF DIGITAL LITERACY



# Community Broadband: Corporate Entities & Governance

- First, your choices are likely to be dictated by your **community goal (purpose)** and your **circumstances**. Let's start with circumstances.
- Connection to the world-wide web: Access to backhaul/middle mile
- In-house legal expertise
  - Capacity for dealing with corporate forms
- Existing community assets-partners
  - CCA?
  - Public utilities providers?
    - Irrigation districts
  - Local or regional ISP?
  - Tribal communities (are you one, or are you near one?)
    - 109 officially recognized in California

CAPABILITY BUILDERS

# Community Broadband: Corporate Entities & Governance

- Second, aligned the corporate form with the purpose
  - Corporate Entities
    - Co-op
    - Nonprofit
    - Darknet

# Community Broadband: Corporate Entities & Governance

- Community Rule (see Nathan Schneider's work)
  - Stakeholder governed

# Community Broadband: Corporate Entities & Governance

- Corporate forms: Tradeoffs and Advantages
  - Utilities co-op support system

# Community Broadband: Support Infrastructure

- Co-operative
- NGO
  - CENIC's Golden State Network
  - RCRC
    - Golden State Financing Authority
- Government

# Resources

- NRTC
- GeoPartners

# Resources

- Peer groups
- Community meetings to get buy in for the footprint

# Strategic Opportunities

Tribal broadband association

Act as both yardsticks AND birch branches!

Collect



# Community Broadband

Impact

# Community Broadband: Impact

Making the Case for Community Broadband

# Community Broadband: Impact

## Making the Case for Community Broadband

- If not us, who?
  - No one...

# Community Broadband: Impact

Making the Case for Community Broadband

- Economic impact: Purdue studies

# Community Broadband: Impact

## Making the Case for Community Broadband

- Community wellbeing
  - Digital connectivity
  - Business development
  - Access to public and private services
  - New revenue streams to ISP

# Community Broadband: Impact

Making the Case for Community Broadband

- Enhancing existing utilities

# Strategic Opportunities

# Community Broadband

Digital Ready Communities

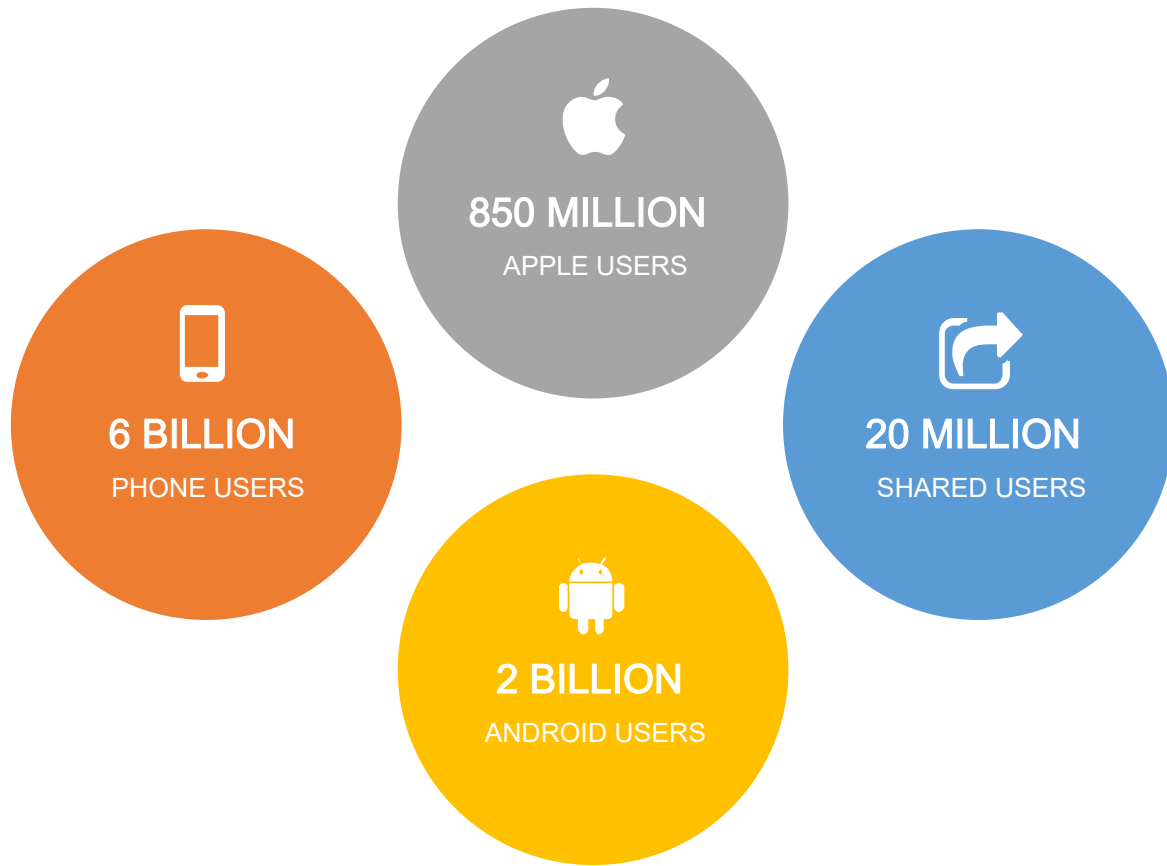


# Strategic Opportunities

# Glossary

Middle Mile

Last Mile



## Community Broadband

# Series Outline

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Fusce diam tortor, mattis quis dapibus vitae, euismod non.

### FOCUS GROUP

#### THE EMAIL MARKETING IN THIS CATEGORY



Vivamus ultrices felis id blandit convallis. Sed bibendum nec odio non mollis. Donec a justo sed lorem.

Fusce purus magna, faucibus id purus vel, iaculis gravida sem. Nam vitae facilisis ipsum, non lacinia nibh. In a sem elit. Sed lacinia nisl dui, et pharetra quam commodo in. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas.

# Community Broadband

# Developing a Value-Added Agrifoods Blueprint in California

UCDavis World Food Center's Aligning the Food System Series

SACRAMENTO NATURAL  
FOODS CO-OP



UNIVERSITY OF CALIFORNIA  
Agriculture and Natural Resources



## Leading Questions

Who owns our value-added agrifoods system? And so what?

How do we achieve stakeholder control of the agrifoods system?

- How do stakeholders with diverse interests work together?

## Main Question

How can California lead in the development of a value-added agrifoods system blueprint?

#Italy2Cali @UCANR @UCDAVISCAES @EURICSE



**CALIFORNIA'S WORKING LANDSCAPE:**  
A Key Contributor to the State's Economic Vitality

**2019**

A report by the California Community Colleges Centers of Excellence

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CALIFORNIA'S WORKING LANDSCAPE:  
A Key Contributor to the State's Economic Vitality

2019

A report by the California Community Colleges Centers of Excellence



# PRODUCTION



**\$21.8B**

2018 Total Compensation

**443,258**

Number of Jobs

**\$69.4B**

2018 Sales

# PROCESSING



**\$15.2B**

2018 Total Compensation

**137,971**

Number of Jobs

**\$116.6B**

2018 Sales

# AGRICULTURAL DISTRIBUTION



**\$37.7B**

2018 Total Compensation

#Italy2Cali @UCANR @UCDAVISCAES @EURICSE

**655,011**

Number of Jobs

**\$108B**

2018 Sales

# FISHING



**\$0.6B**

2018 Total Compensation

**7,183**

Number of Jobs

**\$1.9B**

2018 Sales

# FORESTRY



**\$3.9B**

2018 Total Compensation

**35,832**

Number of Jobs

**\$20.7B**

2018 Sales

# OUTDOOR RECREATION



**\$1.9B**

2018 Total Compensation

**37,142**

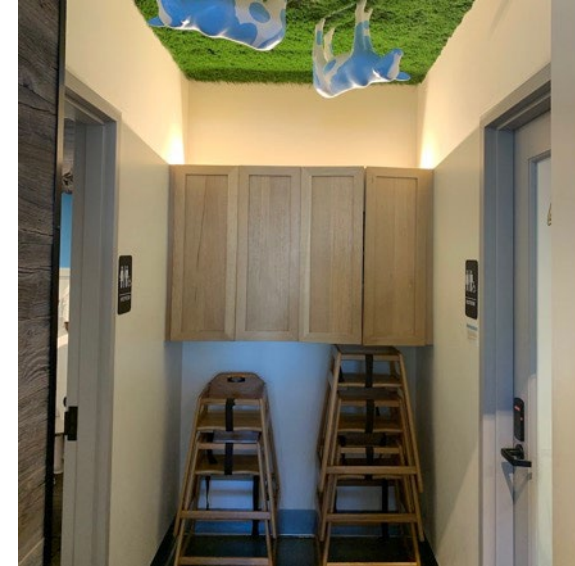
Number of Jobs

**\$4.8B**

2018 Sales

#Italy2Cali @UCANR @UCDAVISCAES @EURICSE







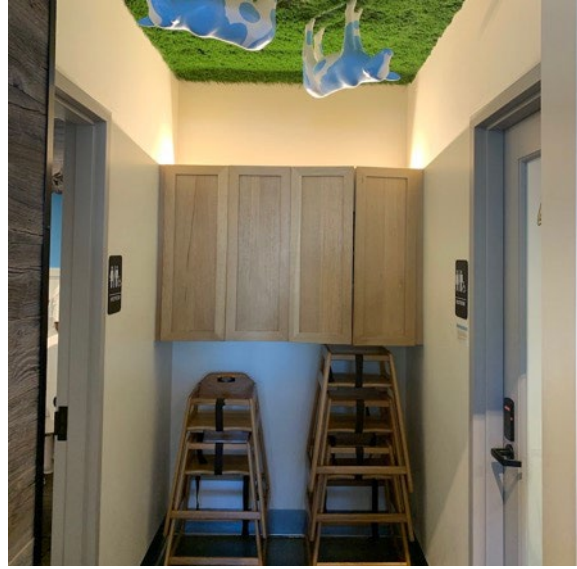
DEVELOPING CALIFORNIA'S VALUE-ADDED AGRIFOODS SYSTEM



#Italy2Cali @UCANR @UCDAVISCAES @EURICSE

MENDOCINO FARMS  
GIVES BACK

Fundraising Nights  
 Ok McClatchy YAPA - \$414.08  
 Bret Hart Elementary - \$266.48  
 St. Robert Catholic School - \$484.00  
 ... Seed Collective - \$199.00  
 ... \$501.70



Whole Foods Market

... makes their first restaurant investment in Mendo—a company inspired by their ethos! Mendo is ... for the rigorous WFM

Wine

	4oz/6oz
Michael Mendocini Family SPELLBOUND CHARDONNAY 100/150 cAL	5/7
#1 to 2 Oregon PINOT GRIS 100/150 cAL	8/10
MateBook TINTO RAY ROSE 80/130 cAL	6/8
Just Get! SAUVIGNON BLANC 100/150 cAL	7/9
Wagner Family Wines MER SOLEIL CHARDONNAY 100/150 cAL	10/13
	4oz/6oz
Michael Mendocini Family SPELLBOUND CABERNET 100/150 cAL	5/7
Complicated Sonoma Coast PINOT NOIR 100/140 cAL	9/12
Wagner Family Wines CONUNDRUM RED BLEND 100/150 cAL	8/10
Alexander Valley ORGANIC CABERNET SAUVIGNON 100/150 cAL	11/14

#Italy2Cal @UCANR @UCDAV SCAES @EURICSE

# Value-Added Agrifoods: Oligopoly Is Here.



How will independent retail compete?

How will we protect our data from being used against our

How do we get economic development support from governmental and philanthropic sources?

How do we scale small to compete against the large?

How will family and new farmers enter the market?

#Italy2Cali @UCANR @UCDAVISCAES @EURICSE

## Leading Questions

Who owns our value-added agrifoods system? And so what?

How do we achieve stakeholder control of the agrifoods system?

- How do stakeholders with diverse interests work together?

## Main Question

How can California lead in the development of a value-added agrifoods system blueprint?

#Italy2Cali @UCANR @UCDAVISCAES @EURICSE



CALIFORNIA'S WORKING LANDSCAPE:  
A Key Contributor to the State's Economic Vitality

2019

A report by the California Community Colleges Centers of Excellence



# Welcome

Thank you

- World Food Center sponsorship
- Core team
- Sacramento Natural Foods Co-op for hosting
- Gianluca and EURICSE for participating
- Presenters
- **Participants**
- Firebrand

#Italy2Cali @UCANR @UCDAVISCAES @EURICSE

**#ITALY2CALI**

**@UCANR**

**@UCDAVISCAES**

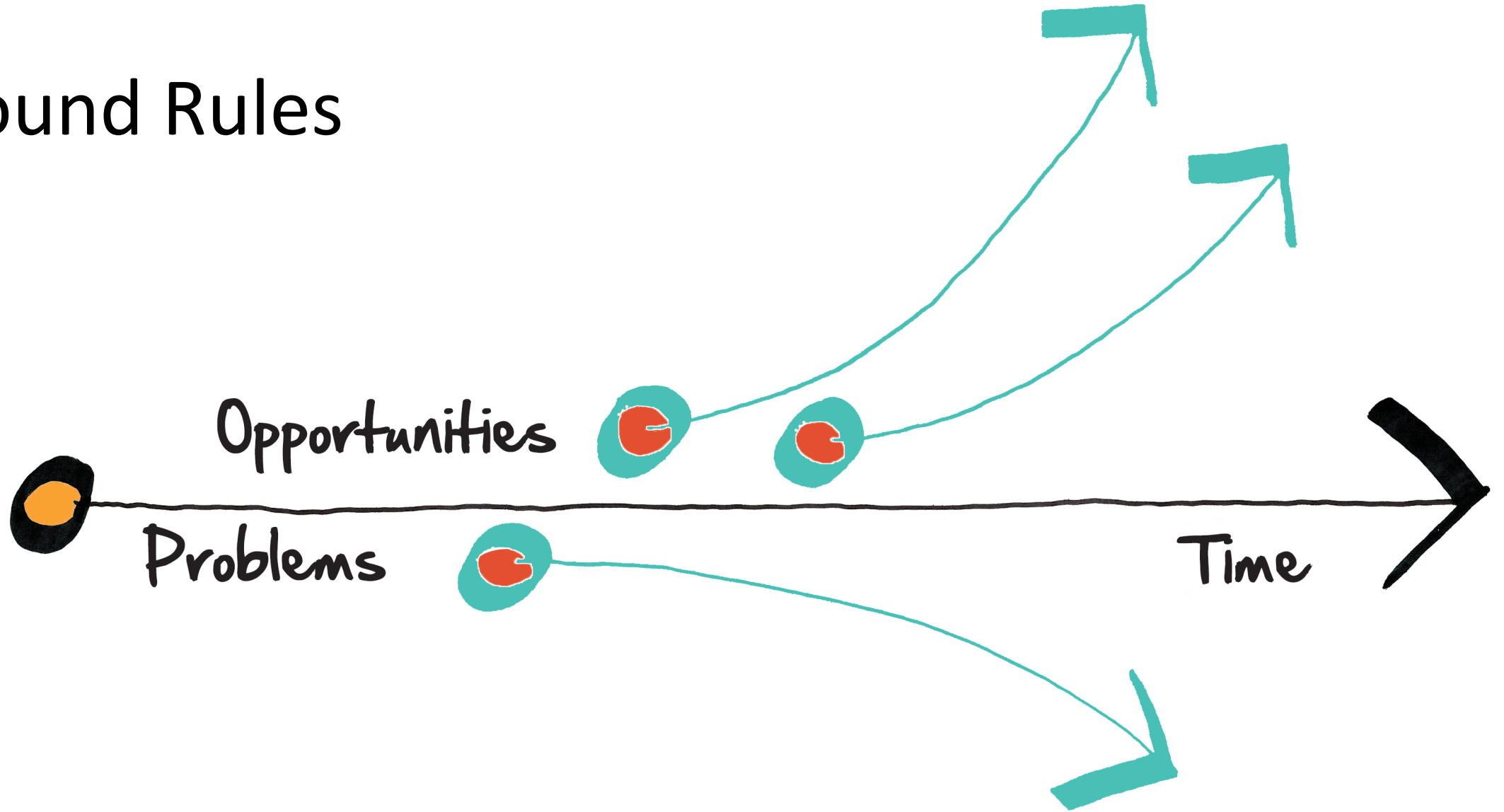
**@EURICSE**

#Italy2Cali @UCANR @UCDAVISCAES @EURICSE

# Ground Rules

Appreciative Dialogue: Respect for Each Other, and for Advancing the Dialogue

# Ground Rules



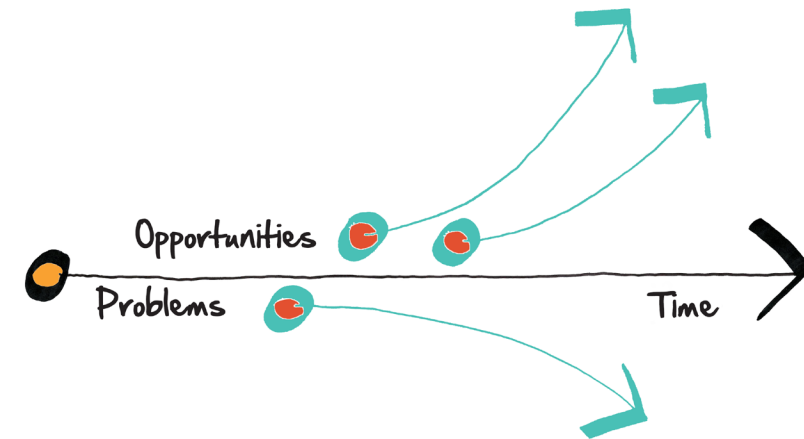
#Italy2Cali @UCANR @UCDAVISCAES @EURICSE

We move in the direction of our conversations...<sup>153</sup>

# Ground Rules

## Appreciative Dialogue

- Principle of charity
  - Interpret best intentions from others commentary
    - ...in the interest of the direction of the conversation

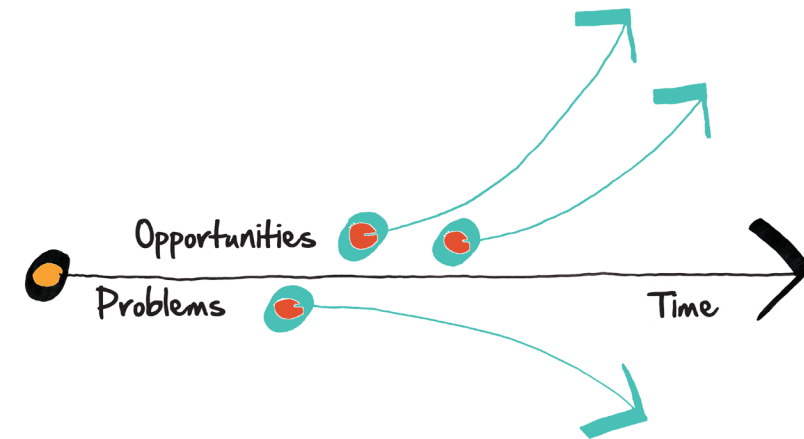


*We move in the direction of our conversations...*

# Ground Rules

## Appreciative Dialogue

- Principle of charity
- Self awareness
  - Occupy an appropriate amount of time and space
  - As Nobelist Elinor Ostrom would say



*We move in the direction of our conversations...*

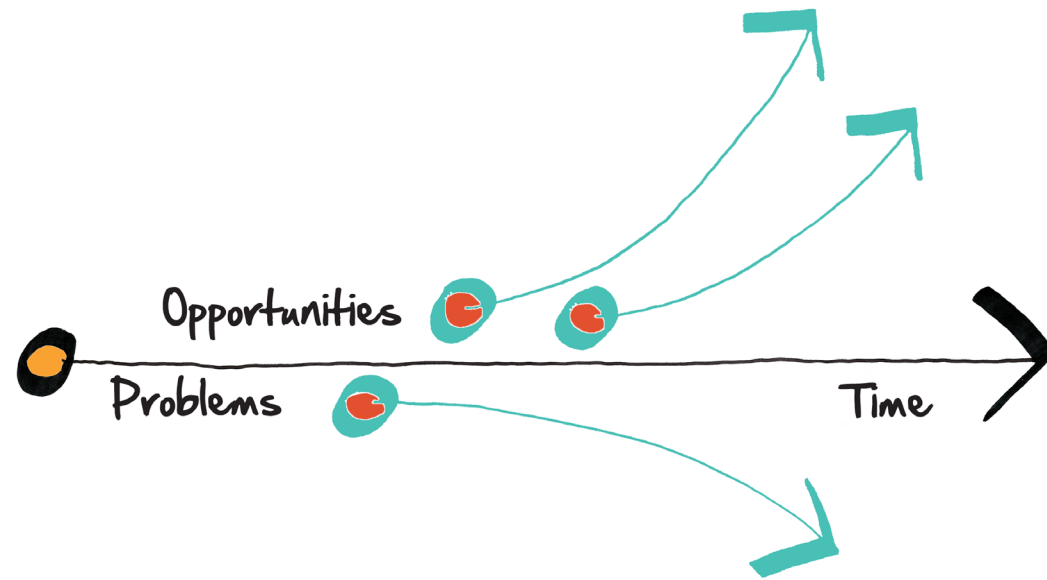


#Italy2Cali @UCANR @UCDAVISCAES @EURICSE

# Ground Rules

## Appreciative Dialogue

- Principle of charity
- Self awareness



*We move in the direction of our conversations...*



#Italy2Cali @UCANR @UCDAVISCAES @EURICSE





**CONNECTING CALIFORNIA AGRIFOODS SECTOR**

#Italy2Cali @UCANR @UCDAVISCAES @EURICSE

*Photo | M*

# Agenda



Welcome and Introductions: Developing an Agrifoods System Blueprint for California

## The Challenge

- **8:50 AM** | Platforms, Intelligent Tools, and Agriculture: Reorganizing Markets and Society.
- **9:10 AM** | Public policy, food access and community-based solutions

## The Opportunity

- **9:30 AM** | Italy's Agrifoods System: A Model for California?
- **10:50 AM** – 10 minute break
- **11:00 AM** | Challenges in the CA system and the Italian Model; an expert discussion.

### Promotion



### Capital & Entrepreneurship



### Policy Support



#Italy2Cali @UCANR @UCDAVISCAES @EURICSE

# Agenda

- **12:00 PM** | Lunch
- **1:00 PM** | Facilitated Small Group Discussions.

## ***Structure:***

ROUND 1 [1 PM] - What really got your attention, piqued your interest?

ROUND 2 [1:30 PM] – Which piece of the model did you feel doubtful could be replicated in CA? Which did you feel certain could not be replicated in CA in the short term?

ROUND 3 [2:00 PM] –Gianluca Salvatori responds to questions and doubts shared as a result of table discussions in Round 2.

ROUND 4 [2:30 PM] – Ask: *What could we do?* 10 minutes in groups to identify what ideas they believe, after this discussion process, are most replicable in the CA food system; 20 minutes of full room discussion/debate on identifying what is replicable and where we might start.

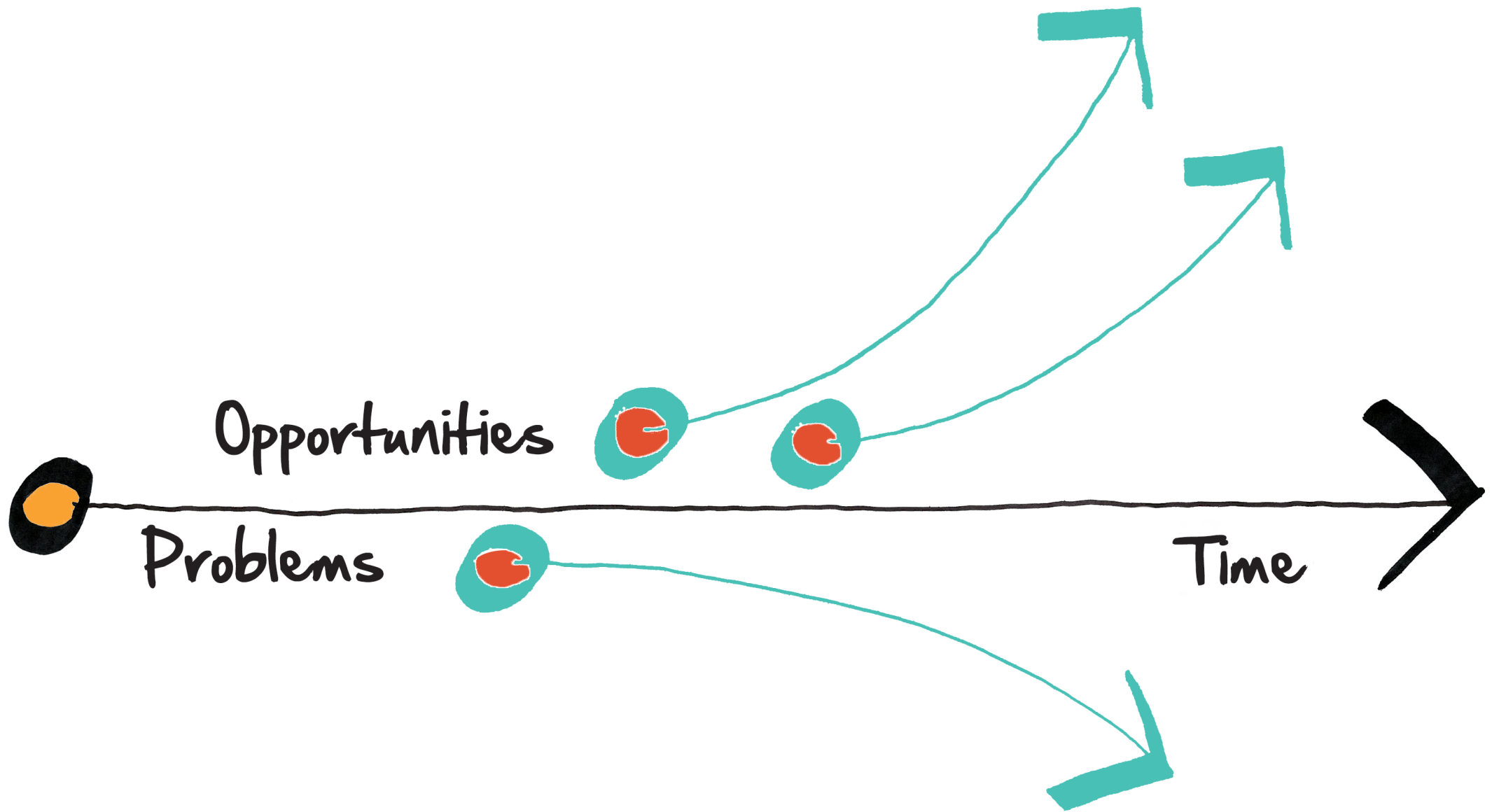
- **3:00 PM** | Next Steps: How do we move forward to build a multi-stakeholder coalition?
- **3:30 PM** | Close

# Welcome

- Thank you
  - World Food Center sponsorship
  - Sacramento Natural Foods Co-op for hosting
  - Gianluca and EURICSE for participating
  - Firebrand
  - Presenters
  - Participants

# Structure of the Day (what to expect)

- Ground rules
- Appreciative
  
- What this is and is not....
  
- What's special about what co-ops do for the system?
- Not better or worse... special characteristics
  - Entrepreneurial Social Infrastructure
- SC electric co-ops
  
- For a diverse economy, co-ops are critical



We move in the direction of our conversations...

# Structure of the Day (what to expect)

- List the agenda with images of key folks
- Briefly, discuss why I am kicking it off, but then handing off the day's events to Jacqueline and Kaye with Firebrand to facilitate.

# Ostrom



# Why are we featuring Italy?

- An appreciative solution in a sea of critical perspectives on food
  - Appreciative alternative narratives are important. Our movements follow the conversation. If we only talk about what's wrong, we cannot mobilize around what works well.

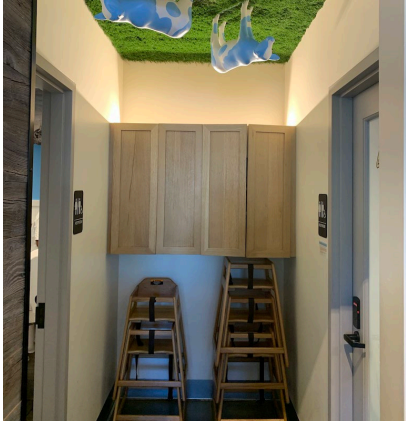
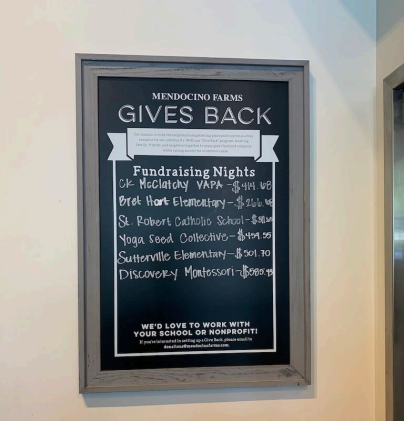
# Obstacles to our Opportunities

- Disconnected
- Uncoordinated
- Misaligned support systems

# Dominant, Unreliable Players

- State of play in Ag
  - CoBank report
  - UCANR landscapes report
- Amazon-Whole Foods (self-seeking)
  - Note that...
    - WF has been allowed to be the yardstick for local foods
    - Amazon buyout absolutely disrupted. Added additional costs. Threatened local food opps for vendors
    - WF now reversing course due to *bottom line issues*, not concern for community
      - Relying on Amazon-WF is to rely on chaos and instability
- Independents and Co-ops (Uncoordinated. Competitive pressure. On their heels)
  - Enormous potential to hold conglomeration in check
  - Competitive pressure has prevented coordination
- University Extension program (next slide)







# Dominant Players

- University Extension program
  - Why we care about University Extension
    - Capacity builder. Connects knowledge, actors, and overall can-do abilities
  - Historically, a force for marginalized communities
    - Instrumental in growth of American (and international) ag, as well as co-ops (particularly electric and utility co-ops)
  - Currently: in service to agribusiness and speculative enterprise
    - Seeking private dollars to offset cuts in public funds
    - Result?
      - PUBLIC institutions are supporting the forward march toward concentration

# Structure of the Day

- Commentary: I am pleased to queue up our presenters to help us better define and sharpen the challenges we are facing. This will allow us to look at the array of assets we have here in this room, and pull together a plan of action. And with our friend from Italy, we will be provided with a vision as to how a successful initiative could look .
- Without further adieu, let me introduce my colleague and friend, Martin Kenney.



# [PLACEHOLDER SECTION] PREVIOUS CONTENT

## DEVELOPING AN AGRIFOODS BLUEPRINT FOR CALIFORNIA

UC DAVIS'S WORLD FOOD CENTER'S "ALIGNING THE FOOD SYSTEM" SERIES



# Outline - Organizing California's Value-Added Agrifoods Coalition

- Opening Presentation: Italy's Agrifoods System – A Model for California?
- Panel Discussions: Applying “the Italian Model” to California - Understanding the California coalition in context of the Italian Model
  - Assets you could bring to the group
    - Develop an asset map
  - Challenges & pain points for your group, and in California context
    - Acknowledging what is and isn't replicable
  - How cooperatives are essential to constituting a multi-stakeholder system
- World Cafe - How would working together under a “Californian Approach to the Italian Model” address your pain points?
  - Round 1 - What piqued your interest?
  - Round 2 – Your doubts? What Doesn't fit?
  - Round 3 – Play devil's advocate on round 2
  - Round 4 – Facilitated room discussion
- Close
  - Next meetings?
    - Meeting 1 – Zoom in on broad goals, establish leadership. and where those resources come from. ~ January 2020
    - Meeting 2 – “Rubber to the Road.” Having established leadership, set a strategy meeting for first steps and next year of work. ~March 2020.



DEVELOPING CALIFORNIA'S VALUE-ADDED AGRIFOODS SYSTEM





# PRODUCTION



# PROCESSING



# DISTRIBUTION





# RETAIL





**CONNECTING CALIFORNIA AGRIFOODS SECTOR**



*Photo | M*



# Why Does This Matter? Globally...

2 ZERO  
HUNGER



Goal 1: End poverty in all its forms everywhere

## **SUSTAINABLE DEVELOPMENT GOAL 8**

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all





Why Does This Matter?  
...California...



## Economic Development Opportunities

1. Support local farmers and local economy (equity and labor)
  - a) Fewer food miles
2. Market predictability/durability
3. Increase sales volume
4. New market opps for new value-added products

## Community Development Opportunities

1. Equity in food and agricultural systems
  - a) Food literacy and nutritional education
  - b) End hunger
  - c) Stakeholder voice (opportunity for ownership & control)
2. Support system for
  - a. Value-added agrifoods
  - b. Agrifoods entrepreneurs
  - c. Independents and small/mid-sized

We do “Big Ag” really well. But value-add...?

High Degree of Fragmentation  
Amongst Values-Aligned Actors

Finding a Mechanism to Connect  
Directly with Local Farmers

Joint Purchasing and Leveraging  
Broad Purchasing Power

Having a Dedicated Farm to Market  
(Schools? Government?) Specialist

Significant  
infrastructural  
needs

Build in  
Sustainability  
Practices

- Increase Transparency of Supply Chain through Large Produce Firms
- Distribution (challenging for perishable)

Burdensome to  
independent  
farmer producers

Capital  
intensively

- Priced out of land

Human capital



Lack of Strategy Around Institutional Diversity



Numerous supports for investor-owned enterprise, but



Lacking enabling policy for small, mid-size, independent, and cooperative enterprise

Many common challenges

Opportunity for comprehensive policy package

Cooperatives could serve as vital backbone for the “Small Business System”

# How Do We Do This?



What can we learn from Italy's small-firms agrifoods system?  
And how might we apply that to the case of California?







- 
- 
- 
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-



# Convening Around World Food Center Event (Sept '19)

## Structure

1. The Italian Agrifoods System: Envisioning a Small Firms Ecosystem
2. California's Challenges
  - a) Processing
  - b) Distribution
  - c) Retail
3. World Cafe
  - a) What could we do?
  - b) What should we do?
  - c) What will we do?

# Convening Around World Food Center Event (Sept '19)

## Questions for the advisory council

- Temperature check: Correct course of action?
- What's the proper scale?
- Can we acquire sponsorships commiserate with the ideal scale?
  - \$5k from WFC: Covers two colleagues from Italy...
  - ...remainder comes from?
- Can we predetermine the outcome –the “Big Easy” for the event- to better steer the September event? (see slide #13).

# California's Governace of Recreational Cannabis

The Case of Delegation to the County of Mendocino

[NOTE, SEE TAYLOR AND PARISA PRIOR PPT]

## State & Local CED Goals

-Wealth creation alleviate poverty, CED

## Three Polycentric Governance System Failures

1.

2.

3.

## Discussion/Guidance

-State Policy Changes

-Addressing Three Governance System Challenges

--Farmer co-ops and associations

---Scale efficiency/single point of contact

----Need state clarification

--Govt compacts and JPAs

# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Questions?



# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Thank you!





# Sustainable Economy & Transportation Conference

## Conference Agenda





# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Lunch & Exhibit Hall

## See you back here at 1:45 p.m.!





# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## The Growth & Challenges of Renewable Energy



# Sustainable Economy & Transportation Conference



**Kerri Johannsen**  
Energy Program Director  
Iowa Environmental Council



**Charlie Nichols**  
Director of Planning &  
Development  
Linn County



**Rob Wozny**  
Senior Product Manager  
Alliant Energy



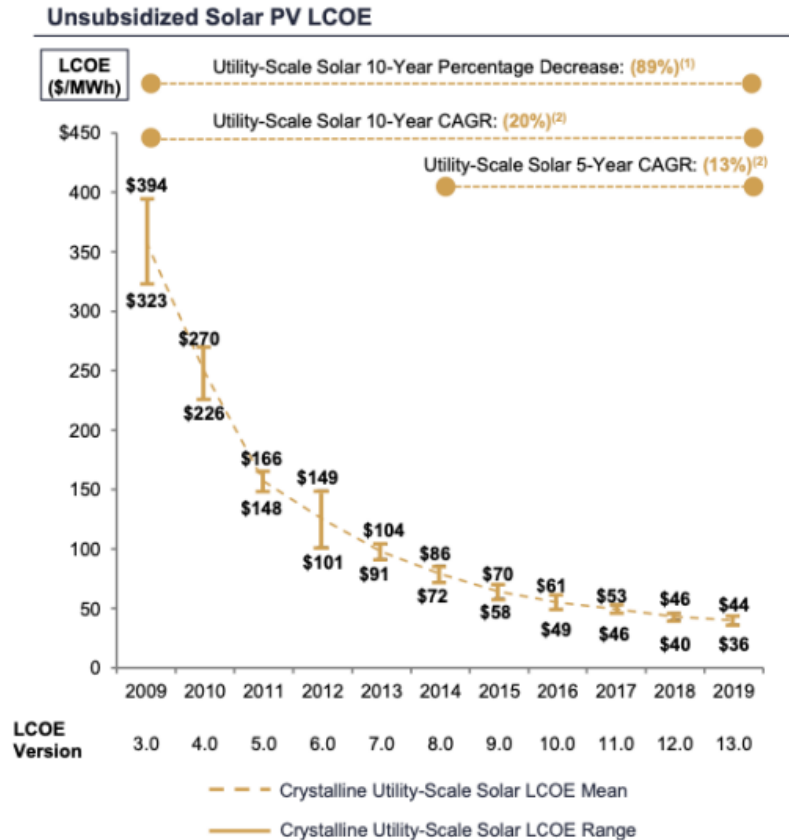


# The Growth and Challenges of Renewable Energy

Charlie Nichols, AICP  
Planning and Development Director, Linn County



# Growing Demand: Competitive Cost



The price of electricity per megawatt (mw) from new power plants:<sup>2</sup>



Solar  
\$359/mw in 2009 to  
\$40/mw in 2019



Onshore wind  
\$135/mw in 2009 to  
\$41/mw in 2019



Coal  
\$111/mw in 2009  
to \$119/mw in 2019

Iowa Center for Rural Affairs (2021). *Investments in Transmission Enable Growth in Renewables, Renewable Energy and You: Declining Costs.*

# Growing Demand: Available Land and Income Stability

- Siting one MW of solar takes between 5 and 10 acres of land. Iowa could meet 10% of state electricity requirements using 0.02% to 0.04% of Iowa farmland.
- Income for farmers is generally higher and more stable with utility-scale solar installations. Rents per acre for solar are \$700, while the typical ag land rent is \$245 per acre resulting in a net gain of \$455 per acre.

Iowa Environmental Council (2021). *Iowa Solar Energy Fact Sheet*.

Data on solar rent provided by Clenera, data on average ag rent provided by Dave Swenson.

# How Does Linn County Permit Utility-Scale Solar Projects?

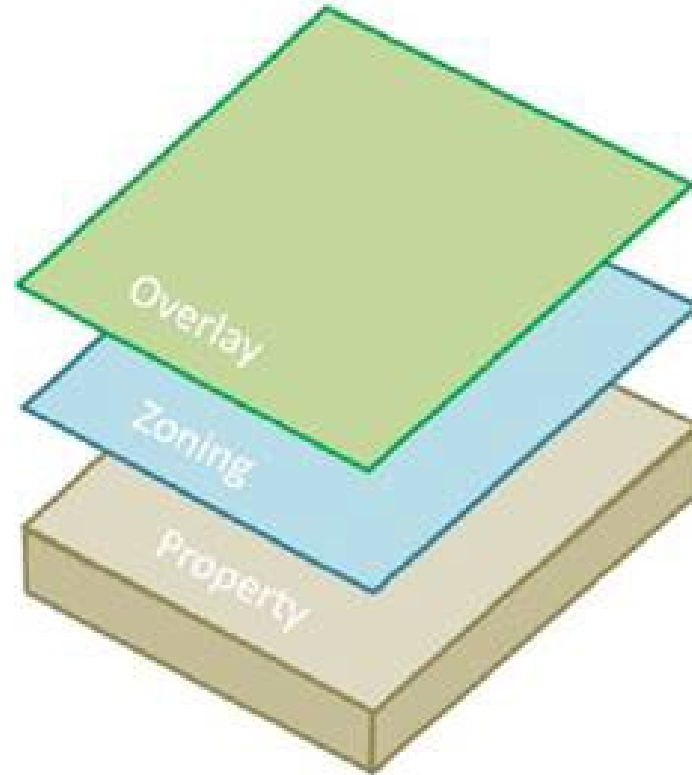
A utility-scale solar project requires an application to rezone the area to be used for the solar installation to (RE) Renewable Energy Overlay Zoning District.

Changed from requiring a Conditional Use Permit in 2020.



# What is an Overlay Zone?

- Applied over one or more existing zoning districts
- Establishes additional and stricter standards for specific uses
- Uses allowed in the underlying zoning district still allowed



# The Plan Elements:



**Alternative &  
Renewable Energy**



**Resource  
Protection**



**Economic Development &  
Employment Opportunities**



**Sustainable  
Development**



**Hazard Planning**



**Transportation**



**Livable Communities**

# Specific Requirements for Utility-Scale Solar

- Glare minimization.
- Floodplain considerations.
- Fencing/security.
- Screening.
- Setbacks.
- Grading plan.

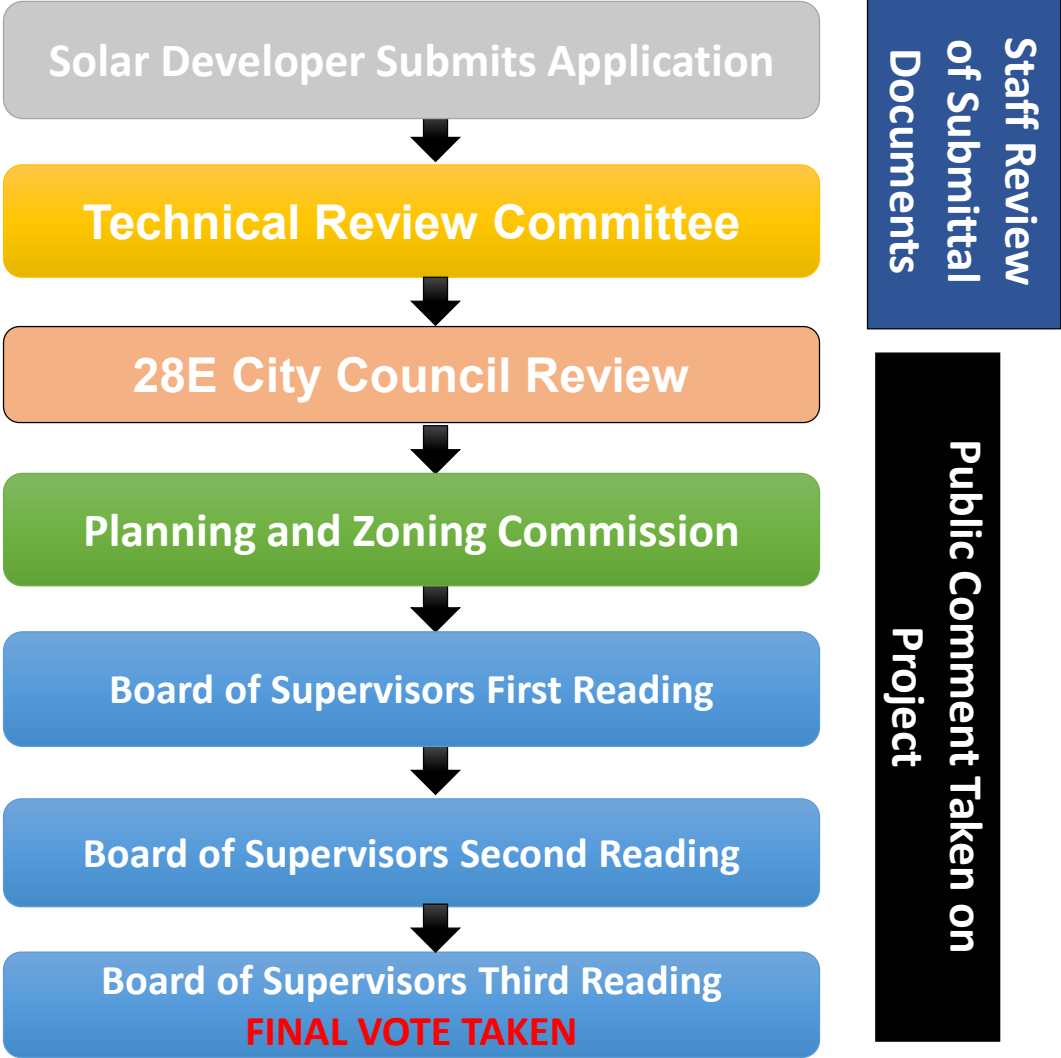
# Specific Requirements for Utility-Scale Solar

- Operations and Maintenance Plan.
  - Soil erosion and sediment control.
  - Stormwater management.
  - Ground cover and buffer areas.
  - Cleaning chemicals and solvents.
  - Maintenance, repair or replacement of facility.
- Avoidance and mitigation of damages to public infrastructure.
  - Existing road conditions survey.
  - Drainage system repair.

# Specific Requirements for Utility-Scale Solar

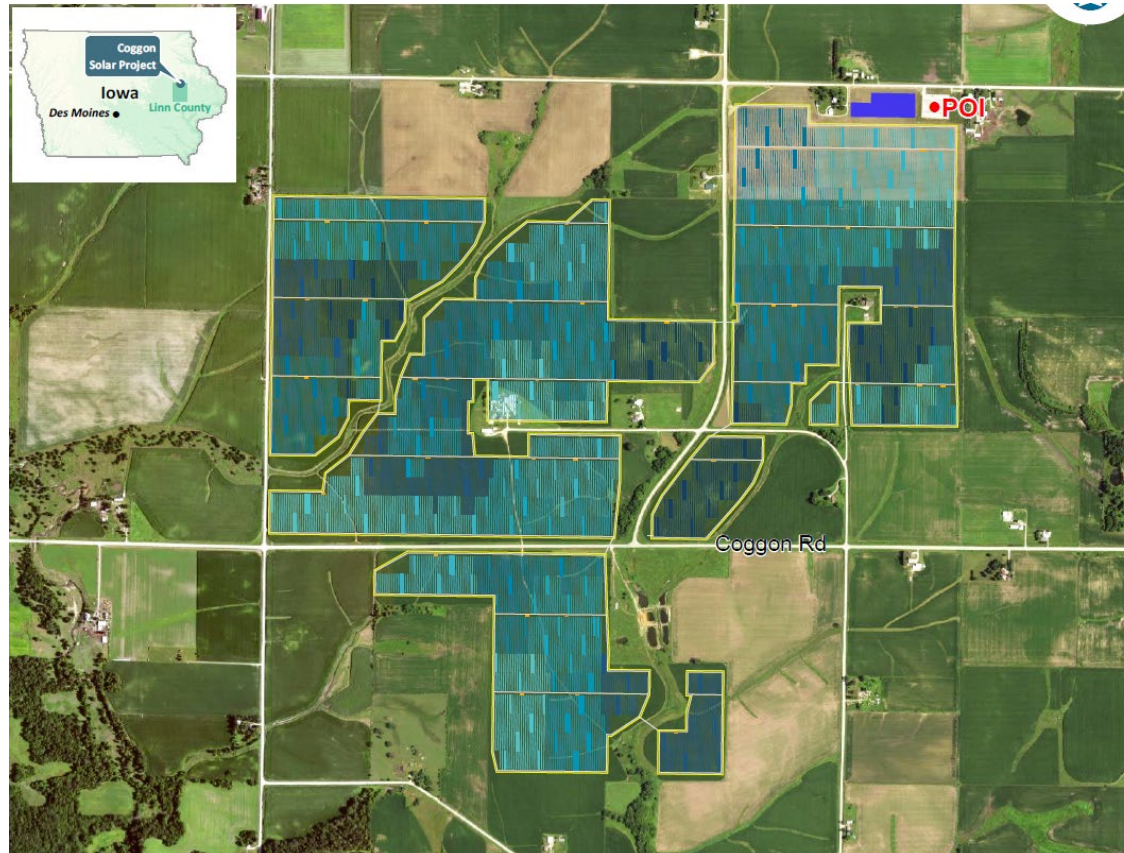
- Decommissioning and site reclamation plan.
  - Plan describing anticipated life, anticipated decommissioning method, recycling plan, site restoration activities, cost estimate must be provided.
  - Applicant must demonstrate method for ensuring funds will be available for decommissioning and restoration. Cost basis for decommissioning must be adjusted for inflation over the life of the project.
- Restoration activities shall include but not be limited to:
  - Restoration of pre-construction surface grade and soil profile.
  - Removal of all structures, equipment, graveled areas, access roads.
  - Re-vegetation of restored soil areas with crops or plant species suitable to the area.

# Process for Reviewing Rezoning Requests



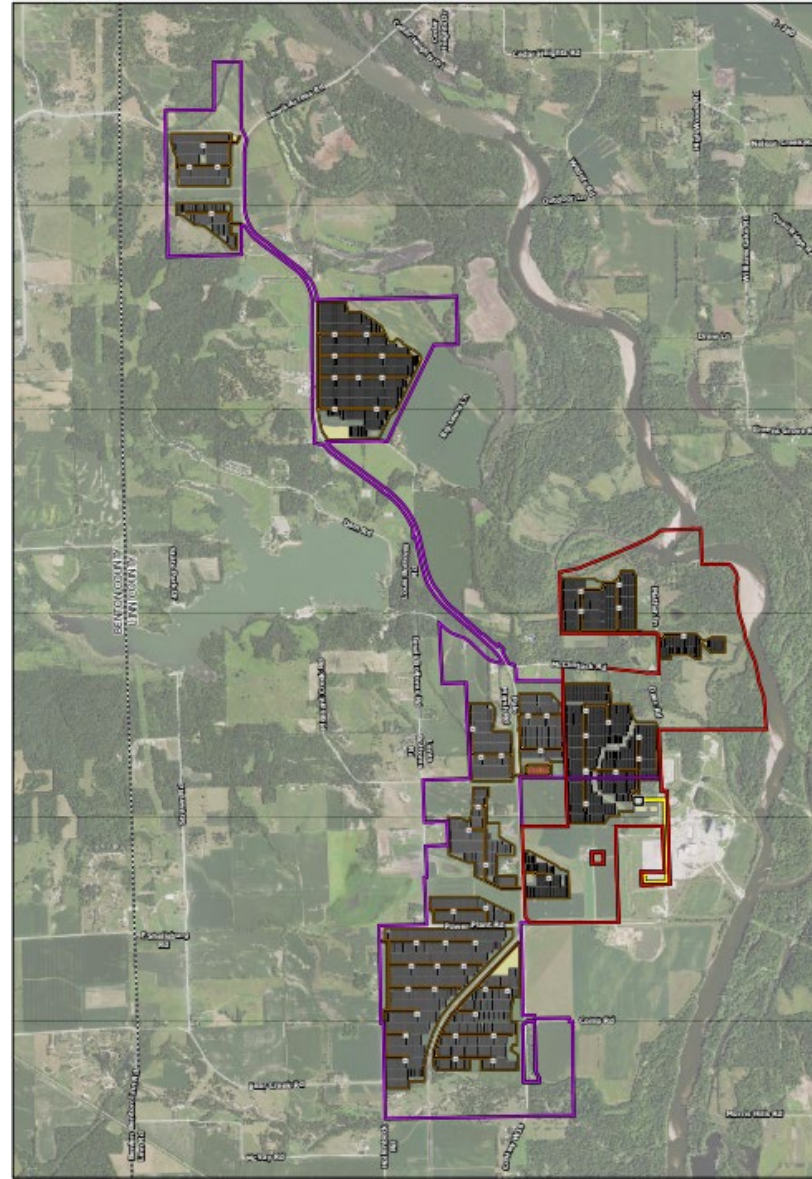
# Clenera Project

- Submitted July, 2021.
- Approved December, 2021.
- 750 acres.
- 100 MW generation capacity.



# Nextera Project

- Submitted February, 2022.
- 1,100 acres.
- 200 MW generation capacity.
- 75 MW of battery energy storage systems.
- Intended to replace Duane Arnold Nuclear Facility.





# Public Opposition



## No Solar In Our Backyards!

🔒 Private group · 1.3K members

 Join Group



# Public Opposition



**Iowa For Responsible Solar**  
@IowaForResponsibleSolar · Nonprofit organization

[Learn more](#)  
change.org

[Home](#) [About](#) [Events](#) [Photos](#) [More](#)

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# General Concerns

Property value	Aesthetics	Storm water runoff	Drainage (including subsurface)
Environmental and cultural impacts	Health hazards	Tax implications/local benefit of project	Farmland conversion
	End of life responsibility	Growth boundary	

# Lessons Learned

Application fees

Community fact  
finding task-force

Public outreach

Agricultural  
Impact Mitigation  
Plan

Vegetation  
Management  
Plan

Local labor

Decommissioning  
Plan

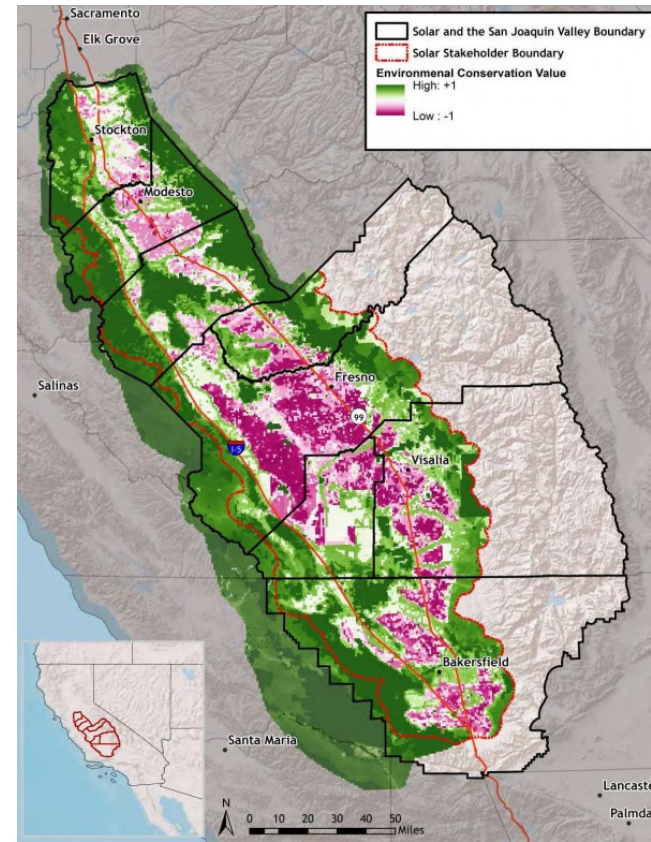
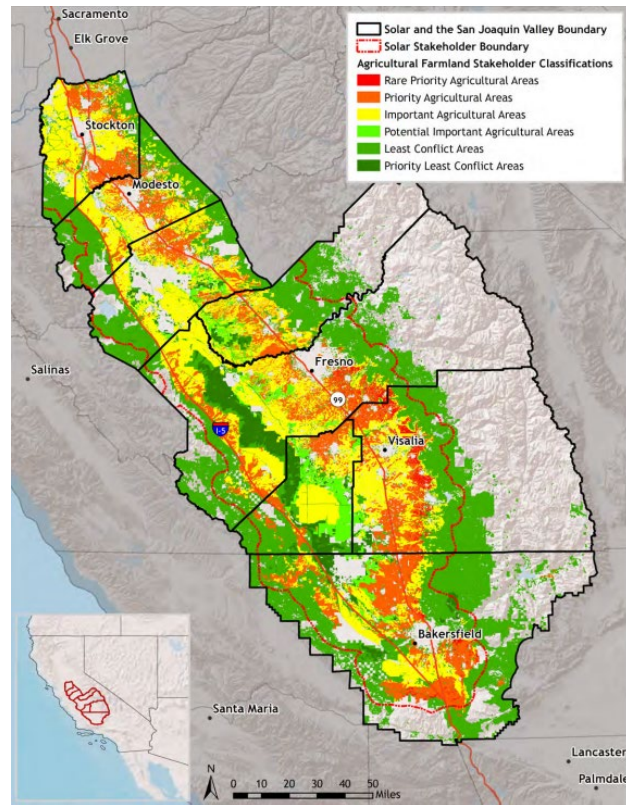
Vegetative  
screening

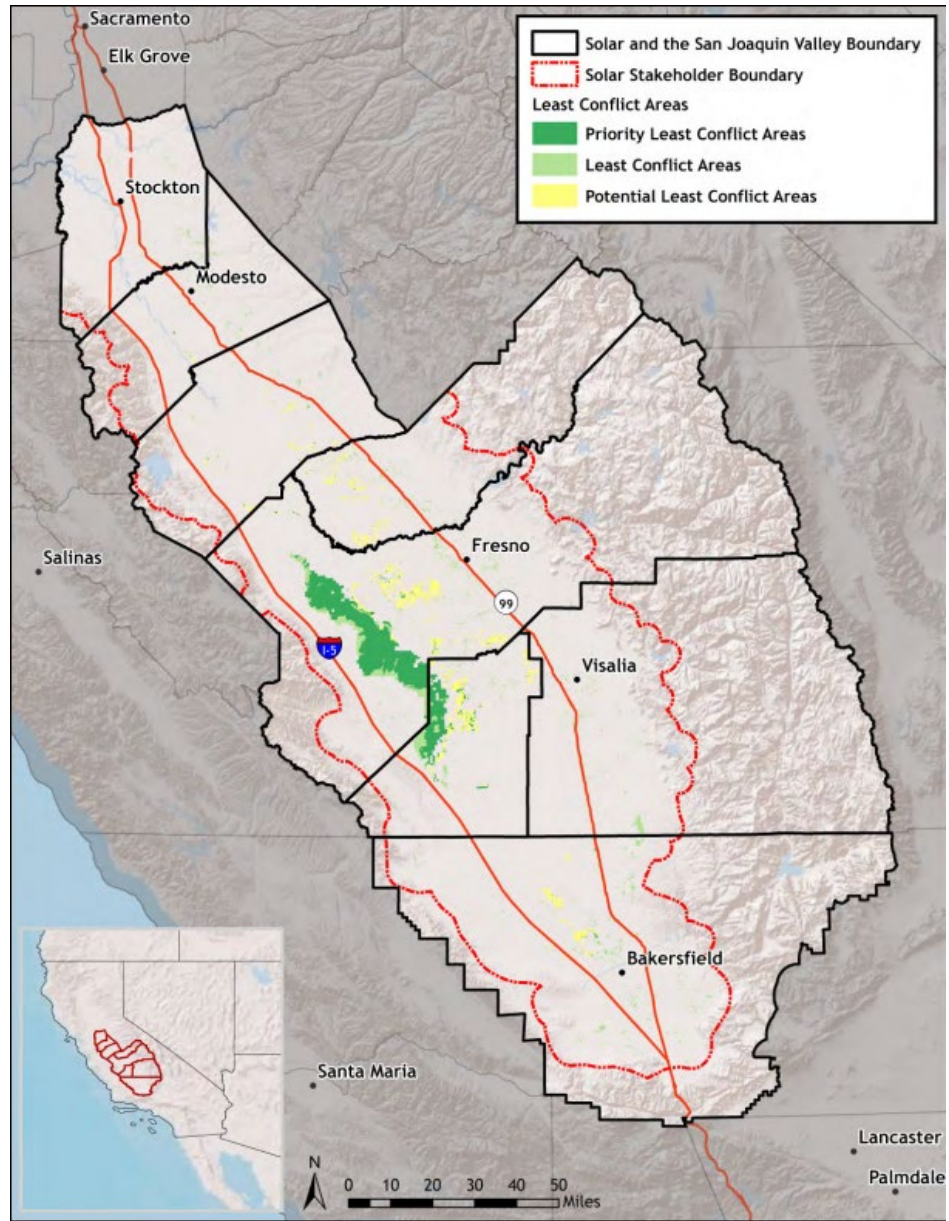
# Other Developments of Note

State legislature  
proposal

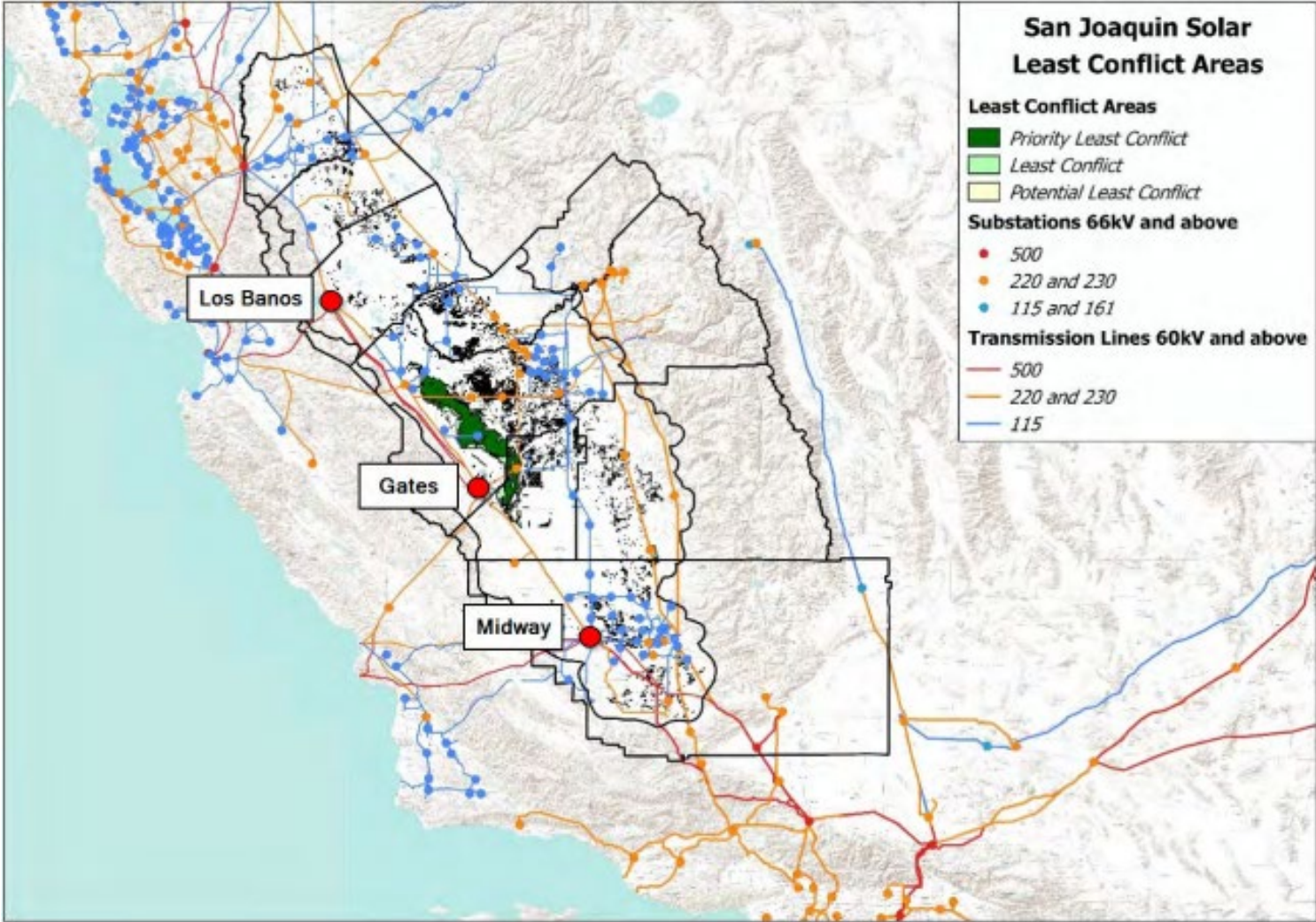
Fringe area  
agreements

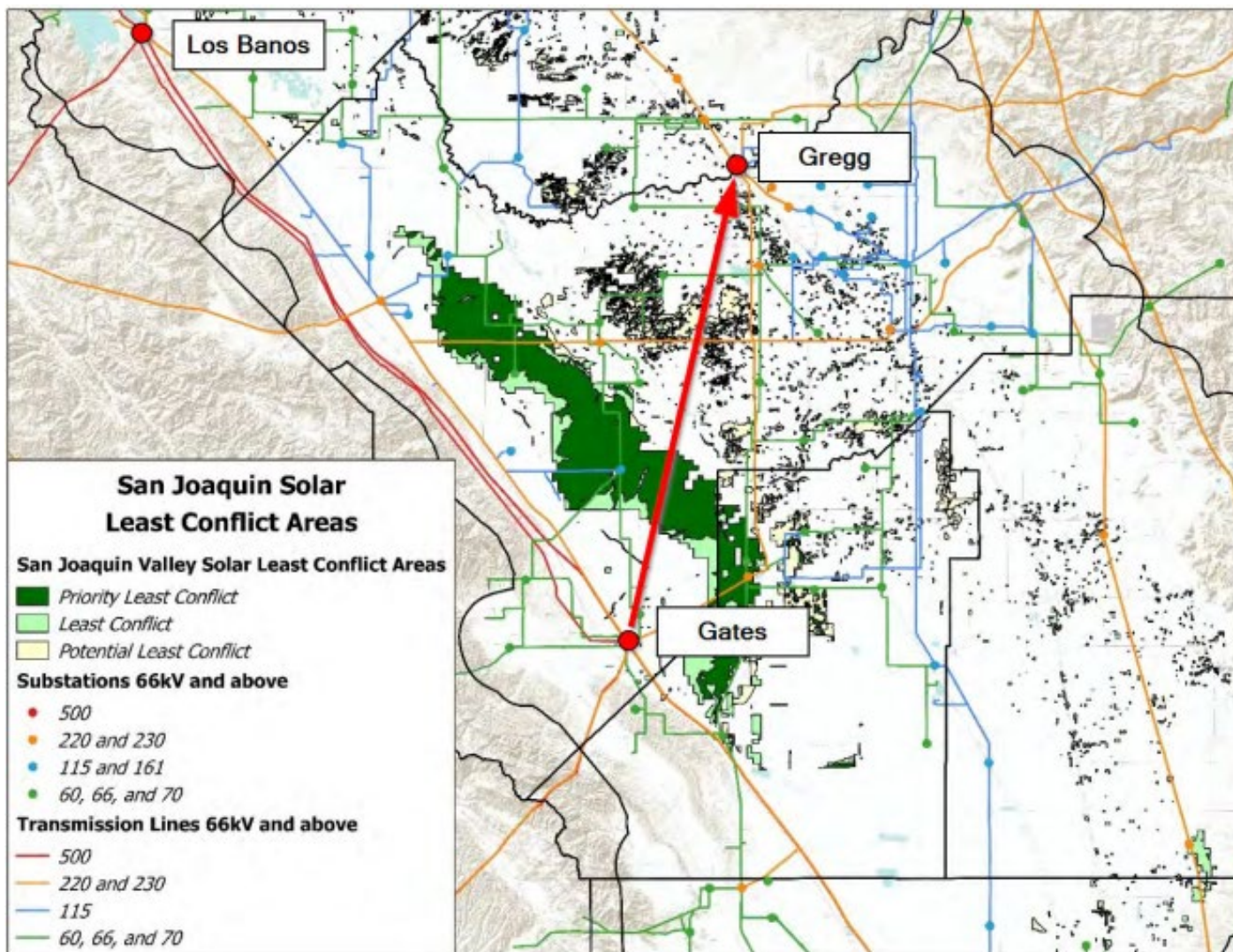
# Opportunity: Identify “Least Conflict” Land in Advance











# Additional Resources

Linn County Utility-Scale Solar Website:

<https://www.linncountyiowa.gov/1525/Utility-Scale-Solar>

Solar at Scale Guidebook: <https://icma.org/programs-and-projects/solarscale>

# Sustainable Economy & Transportation Conference



**Charlie Nichols**  
**Director of Planning & Development**  
**Linn County**  
**319-892-5139**  
[Charlie.Nichols@linncountyiowa.gov](mailto:Charlie.Nichols@linncountyiowa.gov)



# Sustainable Economy & Transportation Conference



**Rob Wozny**  
**Senior Product Manager**  
**Alliant Energy**  
[RobWozny@alliantenergy.com](mailto:RobWozny@alliantenergy.com)





# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Panel Discussion



# Sustainable Economy & Transportation Conference



**Kerri Johannsen**  
Energy Program Director  
Iowa Environmental Council



**Charlie Nichols**  
Director of Planning &  
Development  
Linn County



**Rob Wozny**  
Senior Product Manager  
Alliant Energy



# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Questions?





# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Thank you!



# Sustainable Economy & Transportation Conference

Let's create a low-carbon future, together.

## Resources & Funding for a Sustainable Economy



# Sustainable Economy & Transportation Conference



**Karen Kurt**  
**Executive Director**  
**East Central Iowa Council of**  
**Governments**



**Sarah J. Gardner**  
**Climate Action Coordinator**  
**City of Iowa City**



**Ryan Young**  
**Project Manager**  
**Iowa Energy Office**





# Leveraging funds for Climate Action

Sarah J. Gardner, Climate Action & Outreach

# Can cities make a difference?

- They already do! All the cities in the world combined cover less than **1% of surface of the planet** but produce **75% of global carbon emissions** from energy use
- The impact of cities, whether good or bad, will continue.
  - Today 55% of the world's population live in cities
  - By 2050, 2/3 of the global population will live cities
- **BUT, cities also have been, and will be, leaders in efforts to address climate change, particularly in the U.S.**



# TIF-Funded Energy Efficiency Grants

NEW Business Funding Opportunity

Grants up to \$250,000

## High Energy Costs?

We're here to help! The City of Iowa City has matching grants for a number of energy efficiency improvements including:

- Advanced heating & cooling systems
- Lighting system upgrades
- Building automation controls
- Solar power & water heating systems
- Insulation, high performance glass, & cool roofs

### Eligible Urban Renewal Areas

- Sycamore & First Avenue
- Heinz Road
- Scott 6

Reduce costs. Increase productivity. Lower emissions.

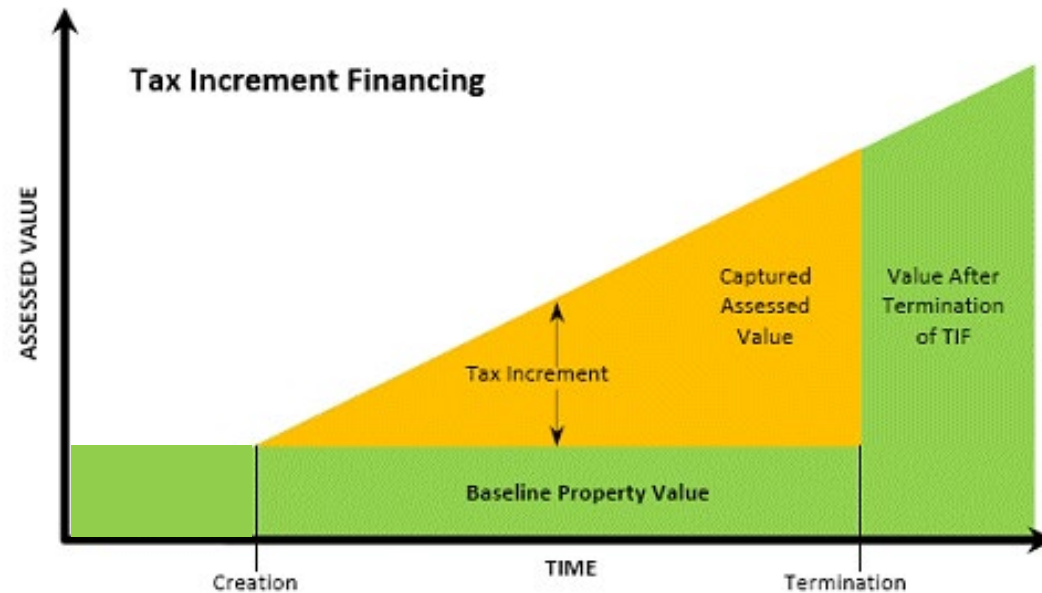
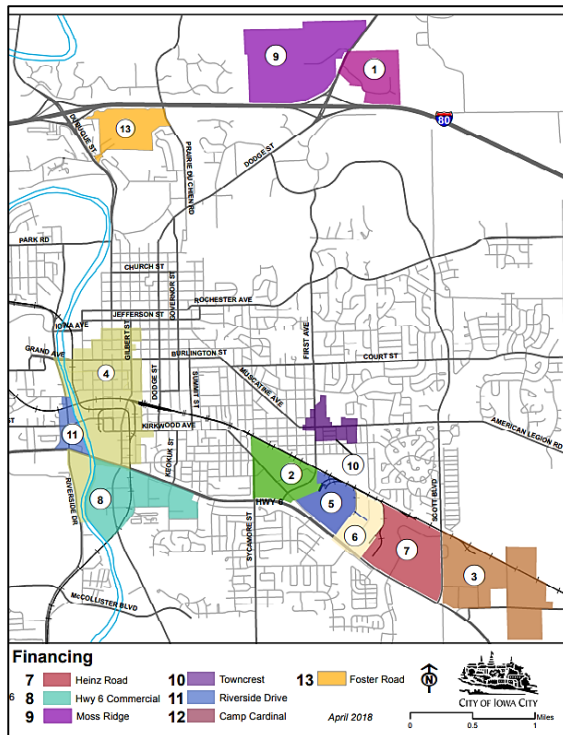
For more information, contact:

Wendy Ford | [wendy-ford@iowa-city.org](mailto:wendy-ford@iowa-city.org) | 319-356-5248  
Sarah Gardner | [sarah-gardner@iowa-city.org](mailto:sarah-gardner@iowa-city.org) | 319-887-6162



# TIF 101

- Begins with establishing a defined Urban Renewal Area
- Has a defined timeframe with a “sunset”
- Baseline property value continues to flow to the general fund
- Increment goes to a separate fund with defined purpose(s)



## EV Charging Rebate

**NEW EV Charging Incentive**

Maximum rebate \$2,500

# Lead the charge!

Electric vehicle (EV) purchases are accelerating in Iowa City. The City has rebates to help you meet the demand for charging.

Wire a parking stall for shared EV charging among tenants and 50% of the costs for materials and labor can qualify for funding, including:

- Up to \$1,000 for conduit, wiring, and related materials
- Up to \$1,500 for panel upgrades
- Can be paired at no penalty with MidAmerican rebate for Level 2 EV charger

**Attract EV owners. Modernize parking. Lower emissions.**

For program details and online application, visit [icgov.org/ClimateBiz](https://icgov.org/ClimateBiz)

For more information, contact:  
Daniel Bissell | [daniel-bissell@iowa-city.org](mailto:daniel-bissell@iowa-city.org) | 319-887-6161  
Sarah Gardner | [sarah-gardner@iowa-city.org](mailto:sarah-gardner@iowa-city.org) | 319-887-6162





# Funding for other Iowa City projects

- Root for Trees

- Vouchers cover 50% the cost of a tree, up to \$125
- Income-qualified vouchers cover 80% of cost, up to \$200
- Partnership with local nurseries

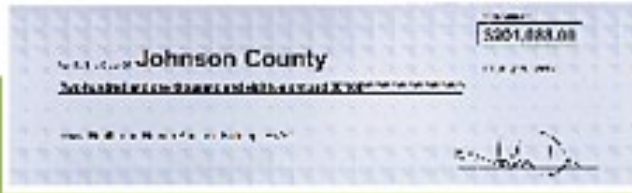
- Climate Action Grants

- Available to businesses and organizations in Iowa City
- Proposed projects must align with Climate Plan
- Awards up to \$10,000
- Youth mini-grants up to \$500



# Johnson County

## Internal Sustainability and Energy Reinvestment Fund



Fund for Projects



**\$584,000** in energy rebates + incentives earned since 2014.  
**\$484,000** reinvested



# Lessons learned

## Find the right funding level

- Cut costs in half *or*
- Decrease payback period to less than 10 years

## Work with allies

- Utilities, contractors, etc.
- Opportunities for cross promotion
- Avoid duplication and/or triggering ineligibility
- Understand hesitations and pinch points

## Be alert to hidden benefits

- Not all cost savings show up on a bill
- Don't just assist with funding – celebrate successes, too



THANK YOU!

Sarah Gardner, Climate Action Coordinator  
(319) 887-6162 | [sarah-gardner@iowa-city.org](mailto:sarah-gardner@iowa-city.org)



# Sustainable Economy & Transportation Conference

IEDA Energy Office Funding Programs | May 25, 2022

Ryan Young  
Iowa Economic Development Authority | Iowa Energy Office

# IEDA Energy Office Funding Programs

- ARRA Energy Federal Grant Program

Ryan Young – Program Manager

- Iowa Energy Center Grant Program

Amber Buckingham – Program Manager

- Energy Infrastructure Revolving Loan Program

Stephanie Weisenbach – Program Manager

# ARRA Energy Federal Grant Program

## Eligible projects should:

- Support Iowa Energy Plan implementation efforts & its 7 key focus areas
- Be innovative
- Have state replicability

<b>Economic Development and Energy Careers</b>	<b>Iowa's Energy Resources</b>	<b>Transportation and Infrastructure</b>	<b>Energy Efficiency and Conservation</b>
<ul style="list-style-type: none"><li>• Energy workforce development</li><li>• Technology-based R&amp;D (e.g. energy storage pilot projects)</li></ul>	<ul style="list-style-type: none"><li>• Biomass conversion potential</li></ul>	<ul style="list-style-type: none"><li>• Natural gas expansion</li><li>• Grid modernization vision</li><li>• Alternative fuel vehicles</li></ul>	<ul style="list-style-type: none"><li>• Access to energy efficiency in underserved areas</li></ul>

# ARRA Energy Federal Grant Program

- Typical projects:
  - Under \$200K
  - 6 months to 3 years
  - Pay for manhours, consulting services, etc.

## Funds should **NOT** be used for:

- Purchasing equipment
- Construction

## Funding available / no looming expiration

Cannot be used on technology that is not yet commercially available





# Iowa Energy Center (IEC)

- Utility rate-payer funded
- Iowa Energy Center Board oversight, Governor-appointed
  
- IEC Grant Program
  - Eligible grant recipients: businesses, colleges/universities, private non-profit agencies/ foundations
  - Competitive grant program
  - At least one funding announcement per year
  - Must align with one of the 7 focus areas of the Iowa Energy Plan
  - Must provide a benefit for Iowa ratepayers

# Eligibility Requirements

- Applicant is an eligible applicant
  - Iowa business, college/university or private non-profit agency or foundation
- Funding request meets eligible project and expense requirements
- Request is between \$10,000 and \$1,000,000
- Initial grant duration does not exceed three years
- Application is complete and submitted via IowaGrants

# Future Funding Opportunities

- Current funding cycle launched on 2/17
- Award decisions in August 2022.
  - Pre-application closes March 18, 2022.
  - Full application – if invited, would open in April/May 2022
- Previous cycle stats
  - Most grants are ~\$300,000
  - Most grants were around three years duration
  - 75 pre-applications
  - 37 full applications
  - 12 grants awarded

# Energy Infrastructure Revolving Loan Program (EIRLP)

- Funding Available
  - Approx. \$14M available
  - IEC Board may approve up to \$5M in loans per quarter
  - Minimum loan amount: \$50,000
  - Maximum loan amount: \$2,500,000 (2.5M)
  - Up to 75% of project costs
    - 25% or remainder of project costs may include costs otherwise considered ineligible for EIRLP (examples: soft costs or costs incurred before loan committee's recommendation of loan)
- Interest rate currently at 2 percent
- Eligible Costs
  - Real and personal property
  - Materials and equipment necessary for site prep, construction and installation
  - Costs associated with maintenance, operation or repair of a project

# Eligible Borrowers and Collateral

- **Businesses incorporated or organized in Iowa or authorized to do business in Iowa, including businesses operated as sole proprietorships with a registered trade name**
  - A business that will be located and operating in Iowa upon completion of an eligible project may be eligible.
- **Rural Electric Cooperatives**
- **Municipal Utilities**
  - Utilization of bond counsel for loan is included in application and subsequent processes
- **Collateral value must be equal to or exceed loan amount. Options include:**
  - Real property
  - Dedicated certificate of deposit
  - Irrevocable letter of credit (preferrable for businesses)
  - Corporate guarantee
  - Utility revenue or reserve funds, if applicable
  - Other forms of collateral if the others are inadequate

# Project Types and Purposes

- Project should fulfill at least one of the purposes provided in Iowa code:
  - Energy infrastructure development (electric or gas generation, transmission, storage or distribution)
  - Electric grid modernization
  - Energy-sector workforce development
  - Emergency preparedness for rural and underserved areas
  - Expansion of biomass, biogas and renewable natural gas
  - Innovative technologies
  - Development of infrastructure for alternative fuel vehicles
- These are broad categories we explore further in policies and procedures, to identify what it may include (but not limited to) and what it does not include.

# Project Eligibility Overview

- Applicant shall demonstrate that all of these criteria have been met:
  - The project is located in Iowa or for the primary use or benefit of Iowans.
  - The project must have a certain market and/or end user(s).
  - The project develops energy infrastructure as defined in Iowa Code section 476.46A(3)(a).
  - The borrower must be the owner, contract purchaser, lessee or other interest holder of the real property where the project is located.
- A project that generates energy for use only at a borrower's personal residence is not an eligible project.
- Any project shall meet at least one of these criteria. If demand for loans exceeds funds available, criteria will be used to evaluate and select projects for approval.
  - Demonstrate an economic impact to the local community and state.
  - Demonstrate a creative or innovative approach to a need or problem.
  - Demonstrate assistance is necessary to reduce the project's risks.

# Next Steps

- Potential applicants may contact the program manager or submit an optional energy questionnaire to get feedback. Located on program webpage.
- Blank sample application available upon request
- Application remains open but planned deadlines for consideration by IEC board are below.

Application Deadline	IEC Board Meeting Date
April 14, 2022	May 12, 2022
July 14, 2022	August 11, 2022
October 20, 2022	November 17, 2022



# QUESTIONS

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## Panel Discussion



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**Karen Kurt**  
**Executive Director**  
**East Central Iowa Council of**  
**Governments**



**Sarah J. Gardner**  
**Climate Action Coordinator**  
**City of Iowa City**



**Ryan Young**  
**Project Manager**  
**Iowa Energy Office**



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## Questions?



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## Thank you!



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**Eric Holthaus**  
**Sustainability Program Manager**  
**City of Cedar Rapids**



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